



Vital Signs

Pleasant Hills Community Presbyterian Church

generated from

The Church Assessment Tool

7/5/2011

"And this is my prayer: that your love may abound more and more in knowledge and depth of insight, so that you may be able to discern what is best and may be pure and blameless until the day of Christ, filled with the fruit of righteousness that comes through Jesus Christ - to the glory and praise of God."

Philippians 1:9-11

Your name: _____

Presenter: _____

Date: _____

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Notions



- T F If members authentically feel that their church is warm and supportive, all other problems tend to take care of themselves.
- T F The more people agree on a basic set of conservative Christian beliefs, the better they get along with one another.
- T F The best predictor for high morale in a church is the quality of pastoral care given by the clergy.
- T F The percentage of household income given in an average size church is about 4%.
- T F Churches that rank “reaching new members” as the highest priority tend to be growing.
- T F The strongest predictor of a growing church is its spiritual vitality.
- T F The best predictor for strong financial giving in a church is the priority given to developing stewardship programs.
- T F About 80% of the members of a typical parish are clearly satisfied with things in the church.
- T F In general, churches are much more interested in improving the music in worship than in improving their building.
- T F Churches where members indicate they have a vital faith have a more difficult time raising money.

Your Thoughts:

A Prayer of Preparation

Lord, you are the God of all truth.

You know us through and through.

You reveal to us what we do not yet know.

You bring us out of darkness and into your wonderful light.

You invite us to return to the Garden where we know and are known.

You offer us love that delivers us from fear and hiding.

You reconcile us to our loved ones.

You deliver us from blame and accusation.

You disclose to us the gifts in the depths of our souls.

You fill us with your Spirit and empower us for service.

You open our eyes to the brokenness that cripples our best intentions.

You pour oil into our wounds and carry us in your arms.

You show us the patterns that keep us bound to failure.

You open the bars of our captivity and set the prisoner free.

You are patient with our resistances to change.

Your judgment is always mixed with mercy.

When our minds cast a shell about our hearts,

Your love melts a pathway to the depth of our beings.

Open our minds and our hearts to the witness of our brothers and sisters,

Give us that love that casts out all fear.

AMEN

Key Indicators



Overall Satisfaction

On the whole, I am satisfied with how things are in our church.

Clearly agree	23%
On the fence	62%
Clearly disagree	15%
Rating of church satisfaction level	Very low

Overall Energy

It seems to me that we are just going through the motions of church activity. There isn't much excitement about it among our members.

Clearly agree	36%
On the fence	50%
Clearly disagree	15%
Rating of church energy level	Very low

Worship Attendance Trends

Compared with 3 years ago, I attend worship...

Less	23%
Same	65%
More	12%
Average annual change in attendance	-3%

Value of Church Involvement beyond Worship

On the whole, participation in church activities is very meaningful to me...

Clearly agree	60%
On the fence	36%
Clearly disagree	4%
Rating of church meaning	Average

Top Three Priorities

Where would you like additional energy placed to expand or improve our ministries?

First	Question #57	Make necessary changes to attract families with children and youth to our church.
Second	Question #59	Develop and implement a comprehensive strategy to reach new people.
Third	Question #50	Deepen our sense of connection to God and one another through stronger worship services.

Survey Process Statistics

Number of respondents	322
Response rate as percentage of average attendance	92%



Drivers of Member Satisfaction

Not every question on the assessment is of equal importance to respondents. The more important questions are called drivers. A driver of member satisfaction is a question that reliably predicts the overall satisfaction of respondents. If a respondent gives a higher score to a driver, it is very likely that he or she will also give a higher score to overall satisfaction. If a respondent gives a lower score to driver, it is likely that he or she will also give a lower score to overall satisfaction. (On negatively worded drivers, the relationship is reversed; a higher score results in a lower score on overall satisfaction.) The drivers of member satisfaction listed below are unique to your church. The level of importance for the question is noted in the column to the right.

When three of the five drivers are questions regarding the Pastor or Rector and their intensity rating is high or very high, it suggests that the church is clergy-centric. This means that how respondents feel about the church overall is largely dependent upon how they feel about the work of the ordained leadership. Churches where the drivers are not focused on the clergy tend to be ministry-centric. How satisfied they are with the church tends to be determined by how they are feeling about aspects of the church's life and ministry rather than only the clergy.

Your top five drivers of member satisfaction are:

		Importance
Question #46	The worship services at our church are exceptional in both quality and spiritual content.	Moderate
Question #3	There is a disturbing amount of conflict in our congregation.	Moderate
Question #10	The whole spirit in our congregation makes people want to get as involved as possible.	Moderate
Question #42	Persons who serve as leaders in our church are representative of the membership.	Moderate
Question #6	It seems to me that we are just going through the motions of church activity. There isn't much excitement about it among our members.	Moderate

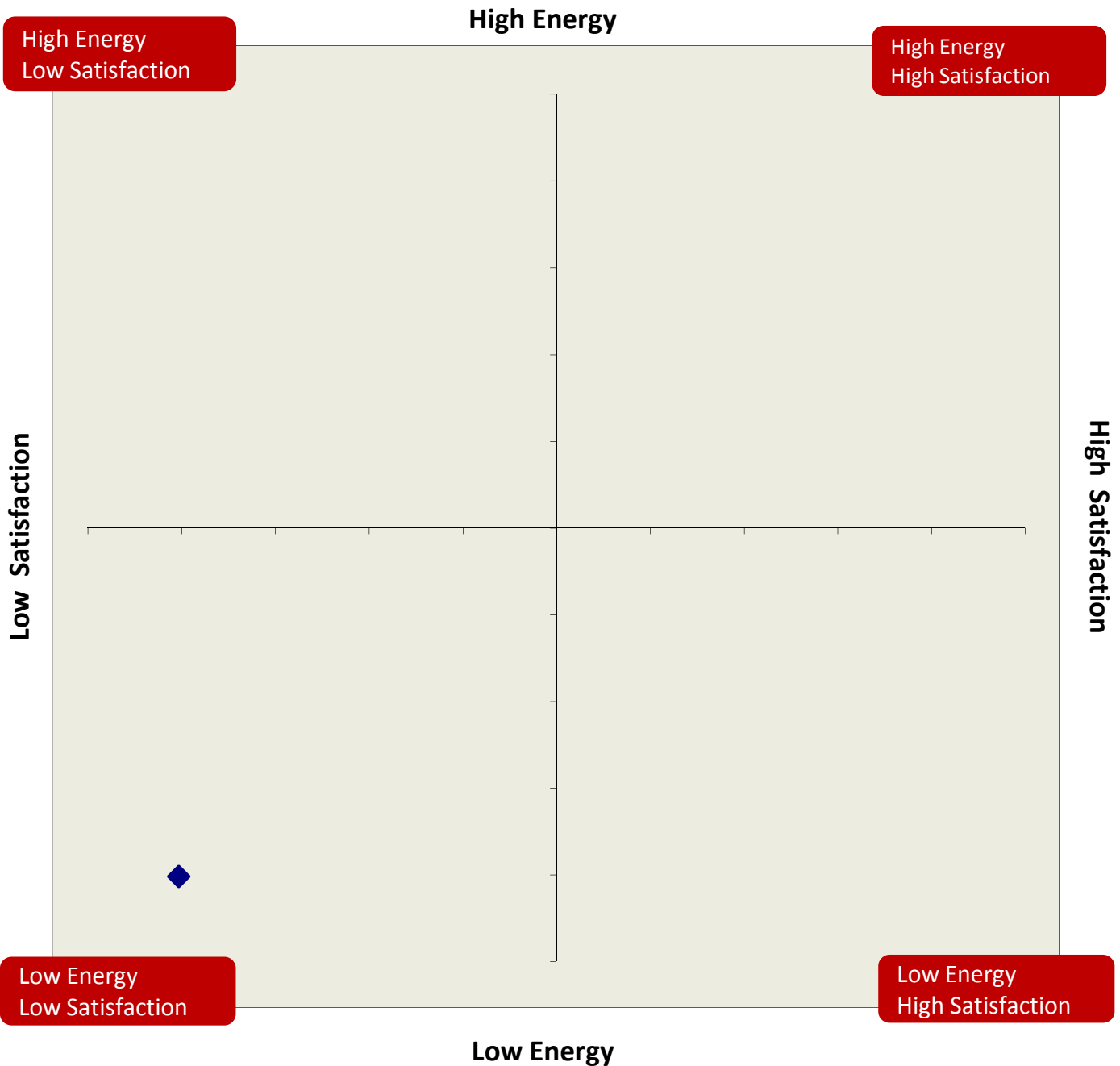
Drivers of Energy

A driver of energy is a question that reliably predicts the energy level that respondents experience in the church. If a respondent gives a higher score to a driver, it is very likely that he or she will also give a higher score to his or her experience of energy in the church. If a respondent gives a lower score to a driver, it is likely that he or she will also give a lower score to their experience of energy in the church. (On negatively worded drivers, the relationship is reversed; a higher score results in a lower score on church energy.) Taken as a group, the drivers of energy are the factors that are making a difference between those who experience the church as energized and those who experience the church as lacking energy. Changes in the drivers of energy are likely to have a significant impact on how respondents are feeling about the level of excitement in the church. The level of importance for the question is noted in the column to the right.

Your top five drivers of energy are:

		Importance
Question #10	The whole spirit in our congregation makes people want to get as involved as possible.	Moderate
Question #46	The worship services at our church are exceptional in both quality and spiritual content.	Low
Question #26	A friendly atmosphere prevails among the members of our church.	Low
Question #3	There is a disturbing amount of conflict in our congregation.	Low
Question #33	I sense an atmosphere of genuine care and concern among our members in time of personal need.	Low

The Energy-Satisfaction Map



The levels of satisfaction and energy have been found to be reliable indicators of the health and vitality of a church. There are four quadrants on this map.

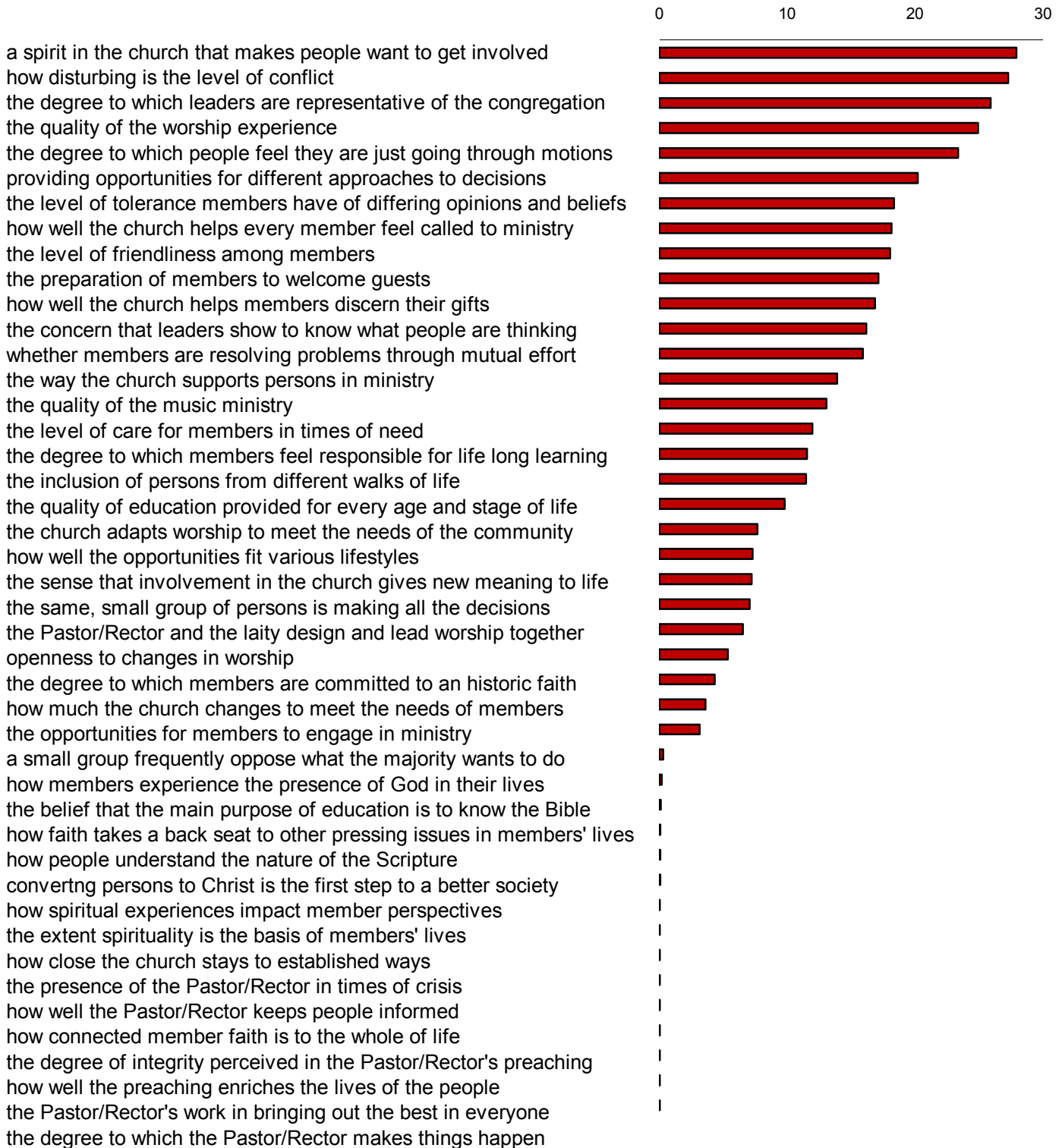
The **high energy-low satisfaction** quadrant is the chaos quadrant. Churches in this quadrant are often struggling to structure and channel their energy into a direction they feel good about.

The **low energy-low satisfaction** quadrant is the recovery quadrant. Churches in this quadrant require major changes in order to regain a significant level of vitality and health.

The **low energy-high satisfaction** quadrant is the apathy quadrant. Churches in this quadrant have normalized a low level of vitality in the church which enables them to be relatively satisfied.

The **high energy-high satisfaction** quadrant is the transformation quadrant. Churches in this quadrant are sources of new meaning and purpose for their members. They may also serve as mentors to other churches.

Critical Success Factors for Improving Satisfaction



0-10	Insignificant	20-35	Significant	>50	Urgent
10-20	Low	35-50	Important		

Priorities



Overall Priorities

When members were asked where they wanted additional energy placed, this is how they ranked the seventeen options on the survey:

Rank	Question #	Priority	Mean
First Average	Question #57	Make necessary changes to attract families with children and youth to our church.	3.65
Second Average	Question #59	Develop and implement a comprehensive strategy to reach new people.	3.59
Third Very high	Question #50	Deepen our sense of connection to God and one another through stronger worship services.	3.22
Fourth Average	Question #58	Move decisively to provide high quality education for every age and stage of life.	3.21
Fifth Average	Question #65	Develop ministries that work toward healing those broken by life circumstances.	3.20
Sixth High	Question #63	Strengthen the management and support of persons in various ministries.	3.19
Seventh Average	Question #51	Create more opportunities for people to form meaningful relationships.	3.10
Eighth Average	Question #54	Strengthen the process by which members are called and equipped for ministry and leadership.	3.10
Ninth Very high	Question #56	Change or improve the music of the church to deepen our worship experience.	3.07
Tenth Very low	Question #52	Develop the spiritual generosity of the people to financially support the ministry of the church.	3.01
Eleventh Low	Question #64	Work to renew and revitalize the community around the church.	2.99
Twelfth Average	Question #62	Work as an advocate for social and institutional change.	2.94
Thirteenth Average	Question #55	Strengthen the pastoral response of the church in serving people with special needs.	2.92
Fourteenth Very low	Question #66	Expand outreach ministries that provide direct services to those living on the margins of society.	2.73
Fifteenth Average	Question #61	Adapt the opportunities provided by the church making them more accessible.	2.71
Sixteenth Average	Question #60	Expand the international mission of the church with both financial resources and personal involvement.	2.36
Seventeenth Average	Question #53	Enlarge or improve the physical facilities of the church to expand or enhance our ministries.	1.84

Note: Items can be at the bottom of this list for one of two reasons. An item can be at the bottom of the list because it is *less important to respondents*. Alternatively, it can be at the bottom of the list because it is very important to respondents, but *already being performed at such a high level* that additional energy is not required. The rating beneath the priority rank (**very low, low, average, high, very high**) indicates its strength compared to other churches.

Priorities by Group

Top Priorities for Persons Under 35 Years

First	Q #57	Make necessary changes to attract families with children and youth to our church.
Second	Q #58	Move decisively to provide high quality education for every age and stage of life.
Third	Q #50	Deepen our sense of connection to God and one another through stronger worship services.
Fourth	Q #56	Change or improve the music of the church to deepen our worship experience.
Fifth	Q #51	Create more opportunities for people to form meaningful relationships (for example, small groups, nurtured friendships, shared meals, etc).
Sixth	Q #65	Develop ministries that work toward healing those broken by life circumstances.

Top Priorities for Persons 35 to 64 Years

First	Q #59	Develop and implement a comprehensive strategy to reach new people and incorporate them into the life of the church.
Second	Q #57	Make necessary changes to attract families with children and youth to our church.
Third	Q #50	Deepen our sense of connection to God and one another through stronger worship services.
Fourth	Q #56	Change or improve the music of the church to deepen our worship experience.
Fifth	Q #63	Strengthen the management and support of persons in various ministries so that they are able to do what they do best in work that is meaningful and celebrated.
Sixth	Q #58	Move decisively to provide high quality education for every age and stage of life.

Top Priorities for Persons 65+ Years

First	Q #57	Make necessary changes to attract families with children and youth to our church.
Second	Q #59	Develop and implement a comprehensive strategy to reach new people and incorporate them into the life of the church.
Third	Q #65	Develop ministries that work toward healing those broken by life circumstances.
Fourth	Q #63	Strengthen the management and support of persons in various ministries so that they are able to do what they do best in work that is meaningful and celebrated.
Fifth	Q #52	Develop the spiritual generosity of the people to financially support the ministry of the church.
Sixth	Q #58	Move decisively to provide high quality education for every age and stage of life.

Priorities by Group

Top Priorities for Infrequent Attenders (Less than once per month)

First	Q #65	Develop ministries that work toward healing those broken by life circumstances.
Second	Q #59	Develop and implement a comprehensive strategy to reach new people and incorporate them into the life of the church.
Third	Q #50	Deepen our sense of connection to God and one another through stronger worship services.
Fourth	Q #64	Work to renew and revitalize the community around the church by building coalitions with partners that share this vision and commitment.
Fifth	Q #63	Strengthen the management and support of persons in various ministries so that they are able to do what they do best in work that is meaningful and celebrated.
Sixth	Q #57	Make necessary changes to attract families with children and youth to our church.

Top Priorities for Frequent Attenders (Once per month or more)

First	Q #57	Make necessary changes to attract families with children and youth to our church.
Second	Q #59	Develop and implement a comprehensive strategy to reach new people and incorporate them into the life of the church.
Third	Q #58	Move decisively to provide high quality education for every age and stage of life.
Fourth	Q #63	Strengthen the management and support of persons in various ministries so that they are able to do what they do best in work that is meaningful and celebrated.
Fifth	Q #51	Create more opportunities for people to form meaningful relationships (for example, small groups, nurtured friendships, shared meals, etc).
Sixth	Q #65	Develop ministries that work toward healing those broken by life circumstances.

Priorities by Group

The Bubble Chart on the next page provides you with a large amount of information at a glance. The larger the bubble, the more important the goal is to your church. The largest bubbles on the page represent the highest priorities of your church. Members want a lot of additional energy invested in these. The smallest bubbles on the page represent the lowest priorities of your church. Members want little additional energy invested in these, either because they are less important or because they are being done well already. Small bubbles represent areas where members do not want to see many changes made.

You can explore the priorities of seven different groups on this page:

Persons under 35 years

Persons from 35 to 64 years

Persons 65 years plus

Infrequent attendees (less than once a month)

Frequent attendees (once a month or more)

Backdoor (worshipping less than three years ago)

Frontdoor (worshipping more than three years ago)

Look across the groups (columns) to discover which rows have bubbles that are about the same size. (You might want to draw a horizontal box around the bubbles that are about the same size.) These are goals that are common across all the groups. These are points of unity to build on, especially if they are higher priorities.

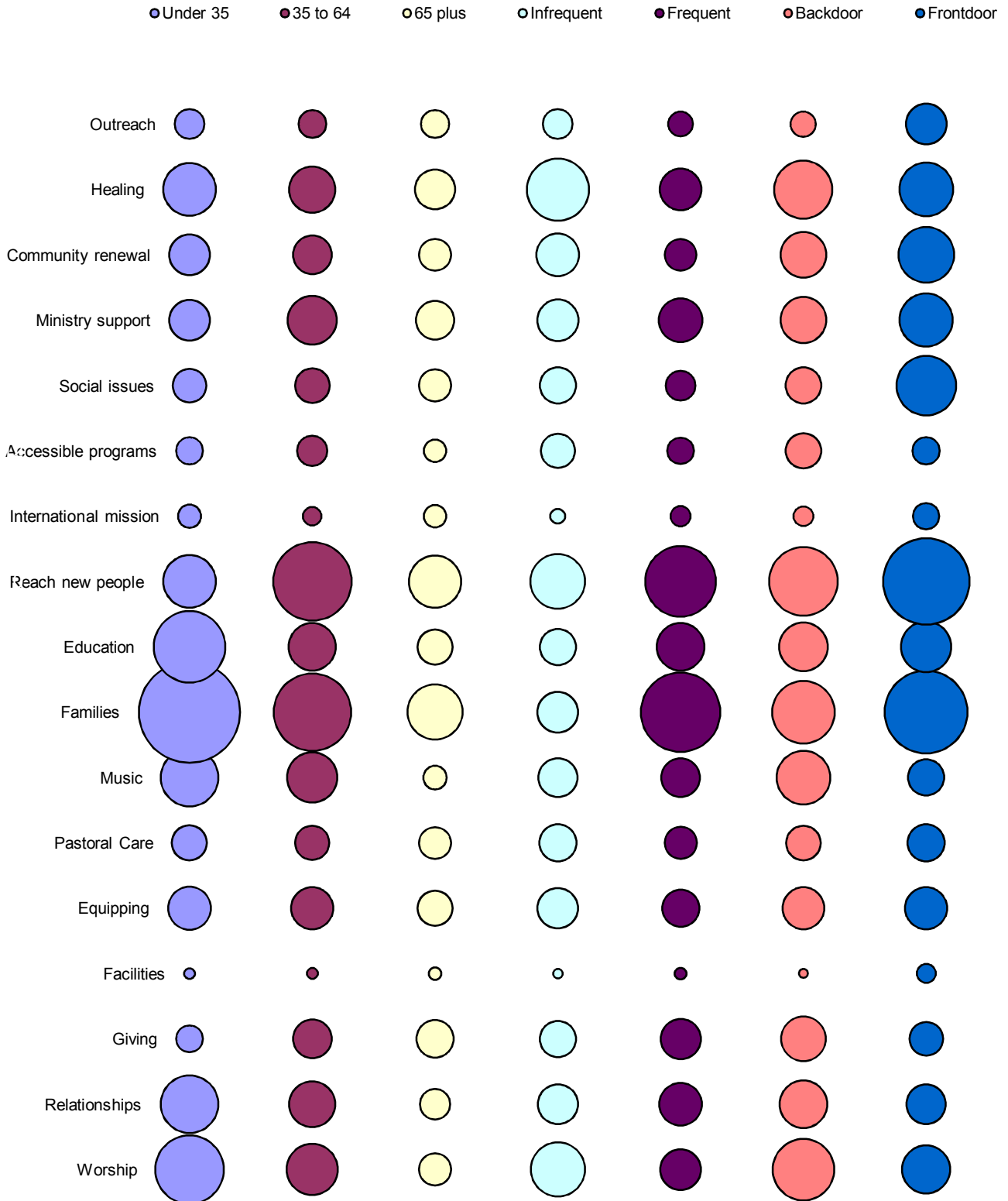
Look across the groups to discover which rows have bubbles that are very different in size. (As above, you might also want to draw a box around the bubbles that are very different in size). These are goals that are different for these groups. The greater the difference in size, the larger is the difference in priority across the different groups. These are points that will need to be negotiated.

If the Vital Signs report indicates that one of the priorities is reaching families with children and youth, the leadership might want to pay particular attention to the distribution of bubble sizes in the "Under 35" column.

It can also be instructive to look at the size of the bubbles in the "Backdoor" column. Unusually large bubbles there can give the leadership hints about why folks are becoming less involved.

If the page has a large number of bigger bubbles, it usually indicates that respondents are looking for changes in a large number of areas. This needs to be compared/contrasted with the Flexibility Score on the Descriptive Map. If the page has a small number of bigger bubbles, it usually indicates that respondents are not looking for as many changes.

Priorities by Group



Descriptive Indices



Theological Perspective Index

The Theological Perspective Index is a measure of the degree to which members of the congregation hold more conservative or progressive views regarding such issues as the nature of the Scripture, the role of conversion in social change, and their relationship to the historic declarations of the church.

Unlike the other indices such as Hospitality or Morale, the value of the Theological Perspective Index varies from leader to leader. Some pastors may want to see the index increased. Others may feel personal growth requires that it decrease. Each church will have to prayerfully consider how they feel led in developing the theological climate of the congregation.

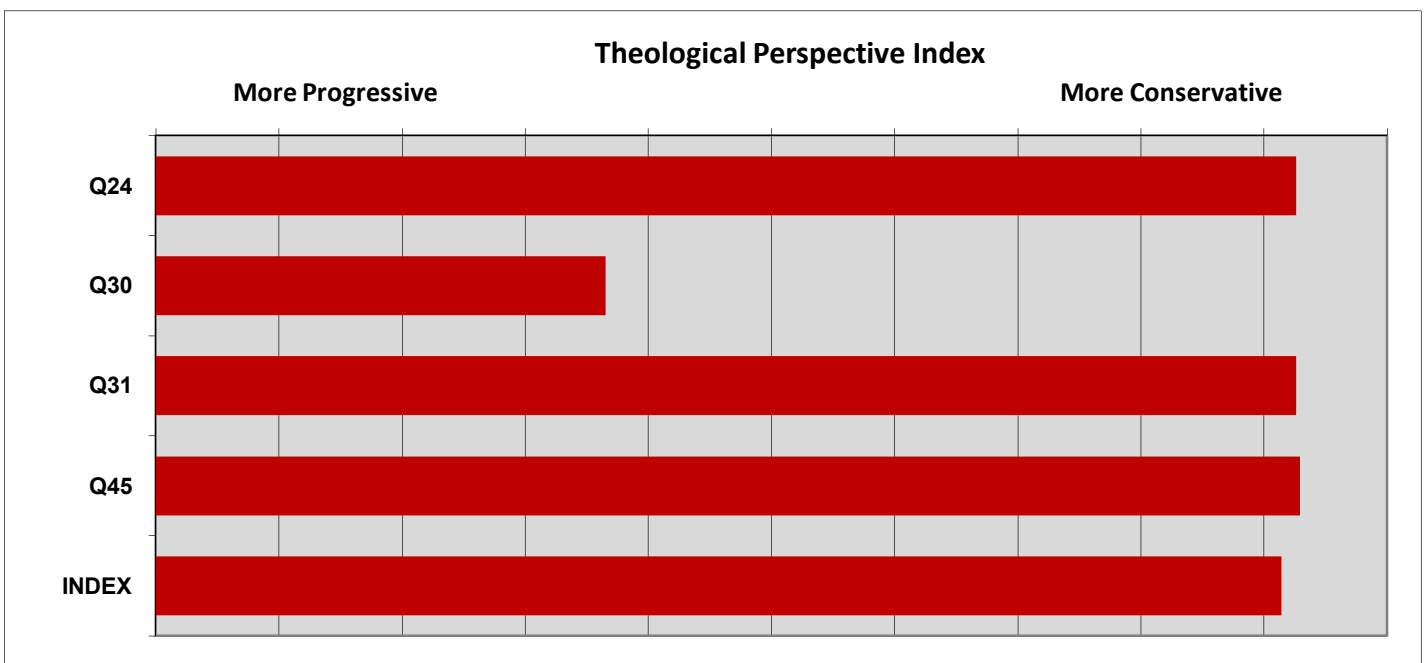
Question Text

- Q24 Converting persons to Christ must be the first step in creating a better society.
- Q30 Our congregation is committed to abide by the historic faith as handed down through the centuries.
- Q31 Scripture is the literal Word of God without error, not only in matters of faith, but also in historical, geographical, and other secular matters.
- Q45 The main purpose of Christian education is to help people know what is in the Bible.

Response Percentages (These are the scores from your congregation.)

Question	Strongly Disagree	Disagree	Tend to Disagree	Tend to Agree	Agree	Strongly Agree
Q24	0.7	5.4	6.5	23.1	31.0	33.3
Q30	1.8	2.5	8.8	35.1	38.2	13.7
Q31	1.7	5.4	10.4	15.4	28.2	38.9
Q45	1.7	7.0	16.1	26.2	31.9	17.1

Comparative Profile (These show how your scores compared with other churches.)



Descriptive Indices



Flexible Style Index

The Flexible Style Index registers the degree to which the church is willing to make adjustments in the way it goes about its ministry. The more flexible a church, the more likely it is to adapt to the particular context in which it is serving to meet either the needs of its members or those of the community. The less flexible a church, the more likely it is to believe that a particular style is central to its identity.

The degree of flexibility in a church should be consistent with its strategic priorities. For example, if a church indicates that one of its priorities is to make necessary changes to attract families with children and youth, it should have the degree of flexibility necessary to achieve that goal.

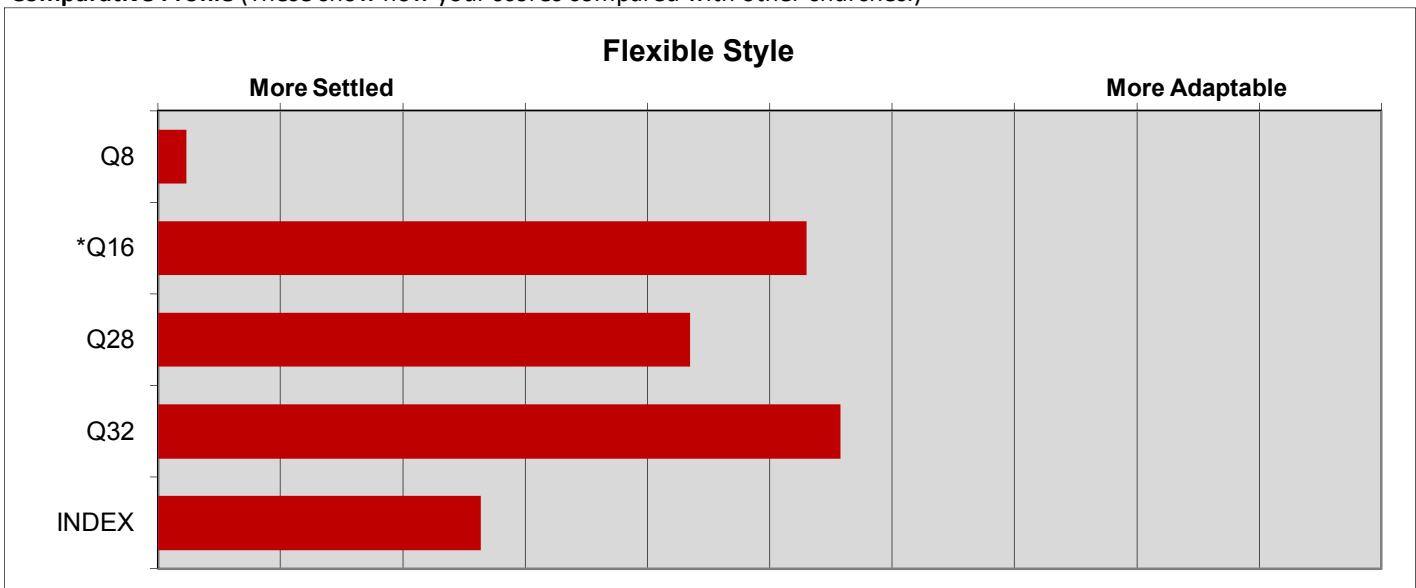
Question Text

- Q8 Our members welcome changes in worship.
- *Q16 Our church tends to stay very close to established ways of doing things.
- Q28 We are willing to adapt our worship to the needs and circumstances of the people we want to reach in our local community.
- Q32 Our church changes its program from time to time to meet the changing needs of its members.

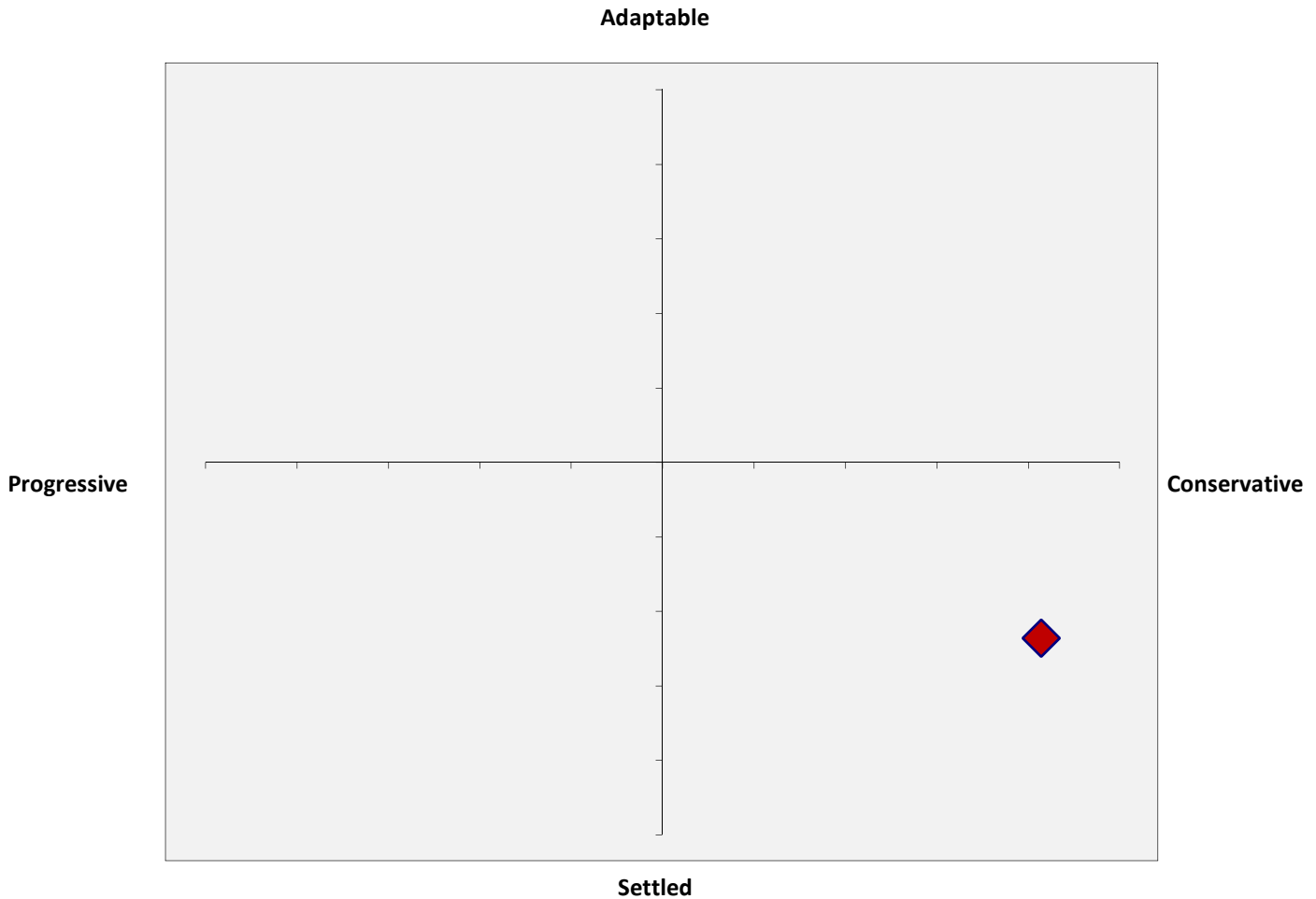
Response Percentages (These are the scores from your congregation.)

Question	Strongly Disagree	Disagree	Tend to Disagree	Tend to Agree	Agree	Strongly Agree
Q8	5.5	24.3	49.5	13.9	5.2	1.6
*Q16	0.0	6.3	13.3	35.2	34.9	10.3
Q28	2.1	5.7	25.5	38.7	24.8	3.2
Q32	0.4	3.9	16.7	40.1	36.9	2.1

Comparative Profile (These show how your scores compared with other churches.)



Note: A question with an asterisk is negatively worded relative to the index. In the Comparative Profile, the polarity has been reversed. In every case a longer bar suggests a more adaptable evaluation.



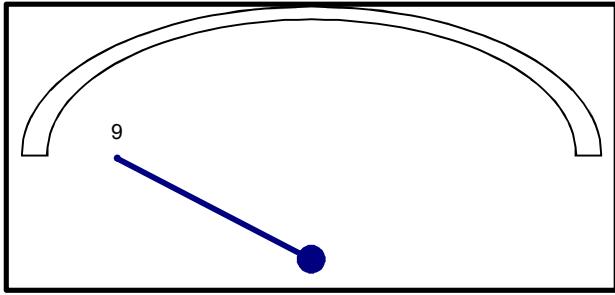
This map indicates the particular style of a church using two characteristics. The first characteristic is whether the church is theologically conservative or progressive. The second characteristic is whether the church is more adaptable or settled in its approach to its life. The combination of these two characteristics produces the four different possibilities for the overall style of a church. These are noted in the four quadrants of the map.

1. **Progressive-Adaptable** churches
2. **Progressive-Settled** churches
3. **Conservative-Adaptable** churches
4. **Conservative-Settled** churches

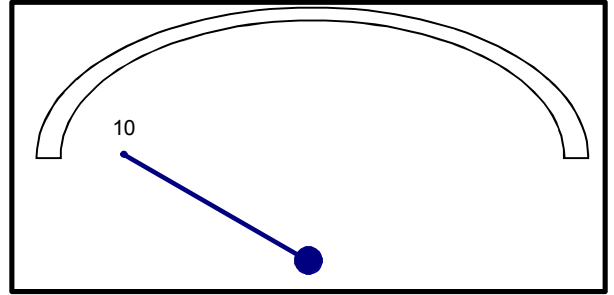
Each of these quadrants represent core values that need to be clarified relative to theology and style. It can also be helpful to explore whether strengths have been fully developed and to identify opportunities for further development. Leaders can also work to understand how the vulnerabilities inherent in their type can be hampering vitality and growth.

Performance Dashboard

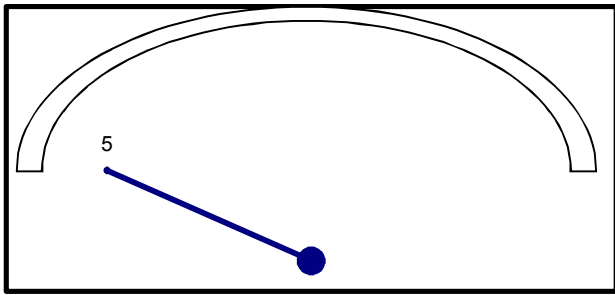
Hospitality



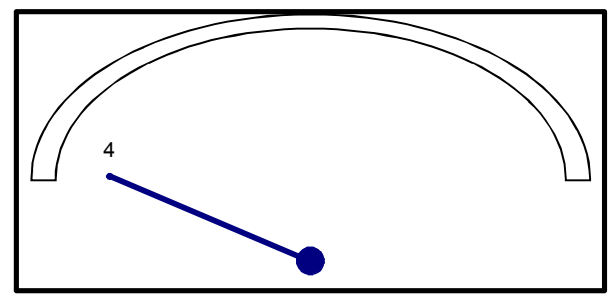
Morale



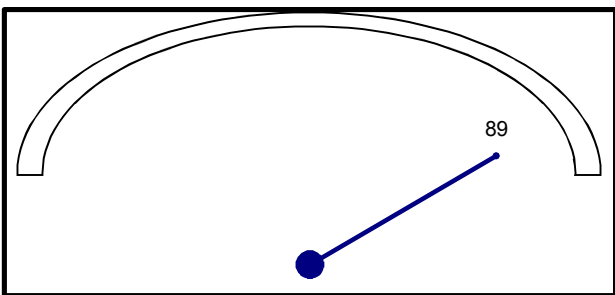
Conflict Management



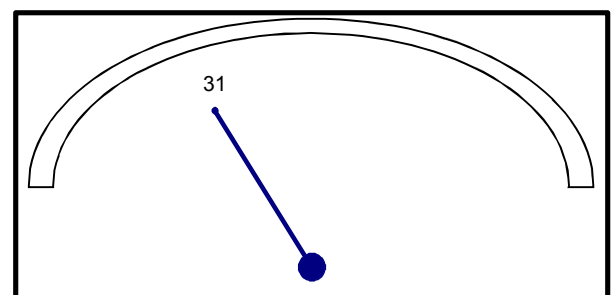
Governance



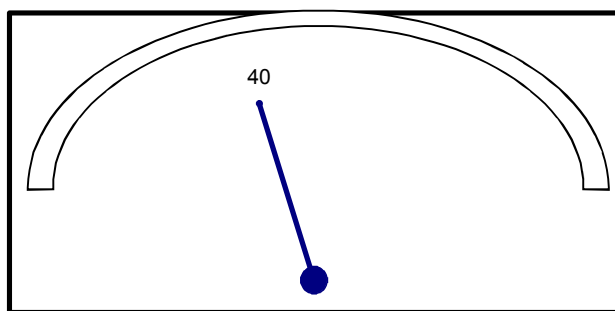
Spiritual Vitality



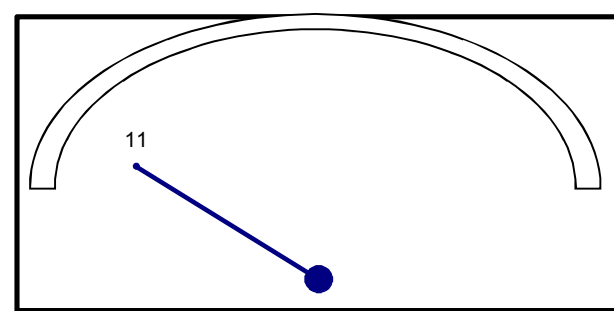
Readiness for Ministry



Engagement in Education



Worship and Music



Performance Indices



Hospitality Index

The Hospitality Index seeks to measure the degree to which members perceive that the congregation is engaged in offering themselves and their resources to folks who are new, different, or in need. Persons generally expect that churches will be inviting and supportive communities. However, church communities have decidedly different "temperatures" to those who enter them. Some churches feel cold. Others feel warm. It can be difficult for members to gauge this accurately since some may have a network of relationships that others do not. If scores in this indices are low, it is important to give it priority.

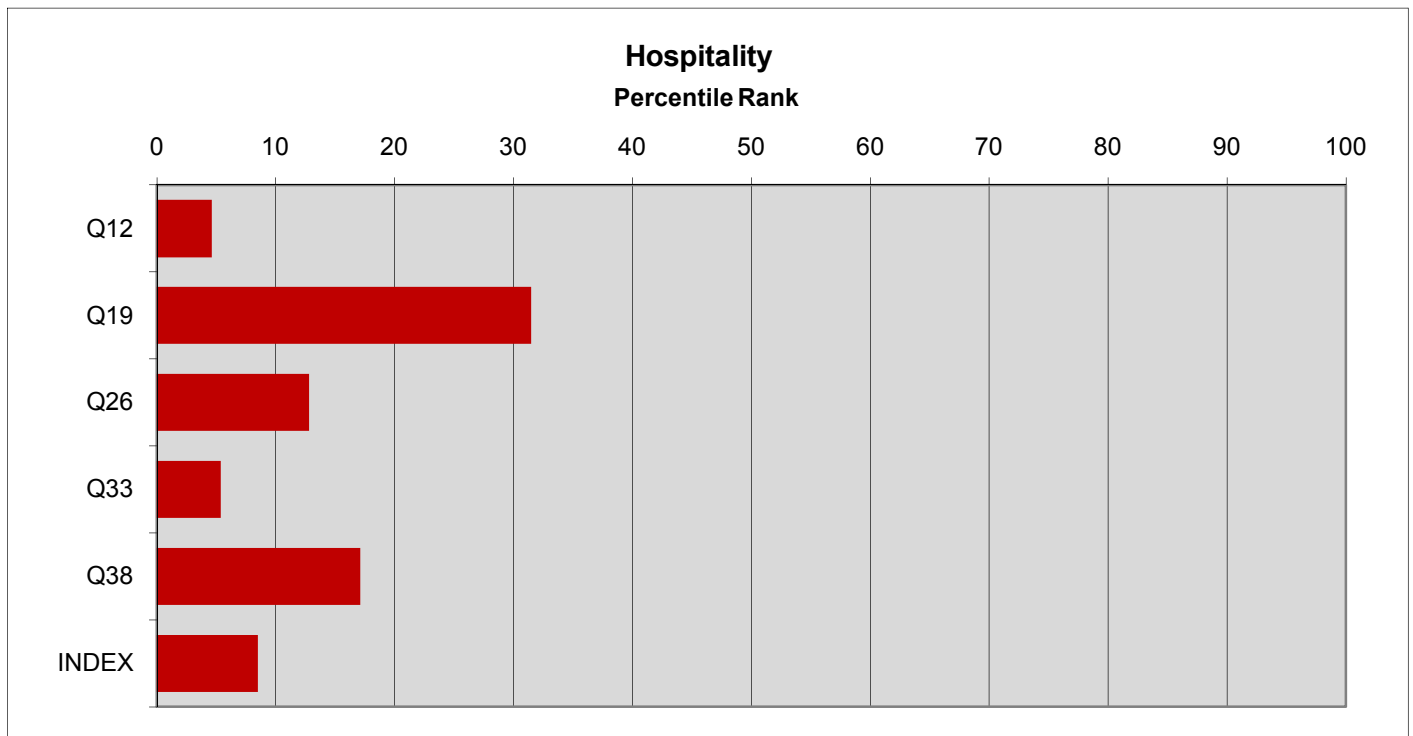
Question Text

- Q12 Our church welcomes and is enriched by persons from many different walks of life.
- Q19 Being part of this church community has given new meaning to my life.
- Q26 A friendly atmosphere prevails among the members of our church.
- Q33 I sense an atmosphere of genuine care and concern among our members in time of personal need.
- Q38 Members in our church have been prepared to personally welcome guests in worship services.

Response Percentages (These are the scores from your congregation.)

Question	Strongly Disagree	Disagree	Tend to Disagree	Tend to Agree	Agree	Strongly Agree
Q12	2.6	6.6	17.9	34.8	27.8	10.3
Q19	0.3	5.3	10.6	20.5	40.1	23.2
Q26	0.7	2.0	6.2	37.5	36.5	17.3
Q33	1.4	3.0	10.8	21.3	38.9	24.7
Q38	1.7	6.2	17.9	30.9	33.0	10.3

Comparative Profile (These show how your scores compared with other churches.)



Performance Indices



Morale Index

Morale is the positive, passionate, and persuasive engagement of members in the mission of the church. It is positive in that people find energy generated in their experiences with the church. It is passionate in that it engages people emotionally and not simply conceptually or in dutiful behavior. It is persuasive in that people sense the need to bring others into the experience.

Developing high morale must be a critical long term strategy. It is not as easily changed as the Hospitality Index. It requires clear direction, the ability to set goals and meet them, and the development of a sense that the work of the church is very important in the world.

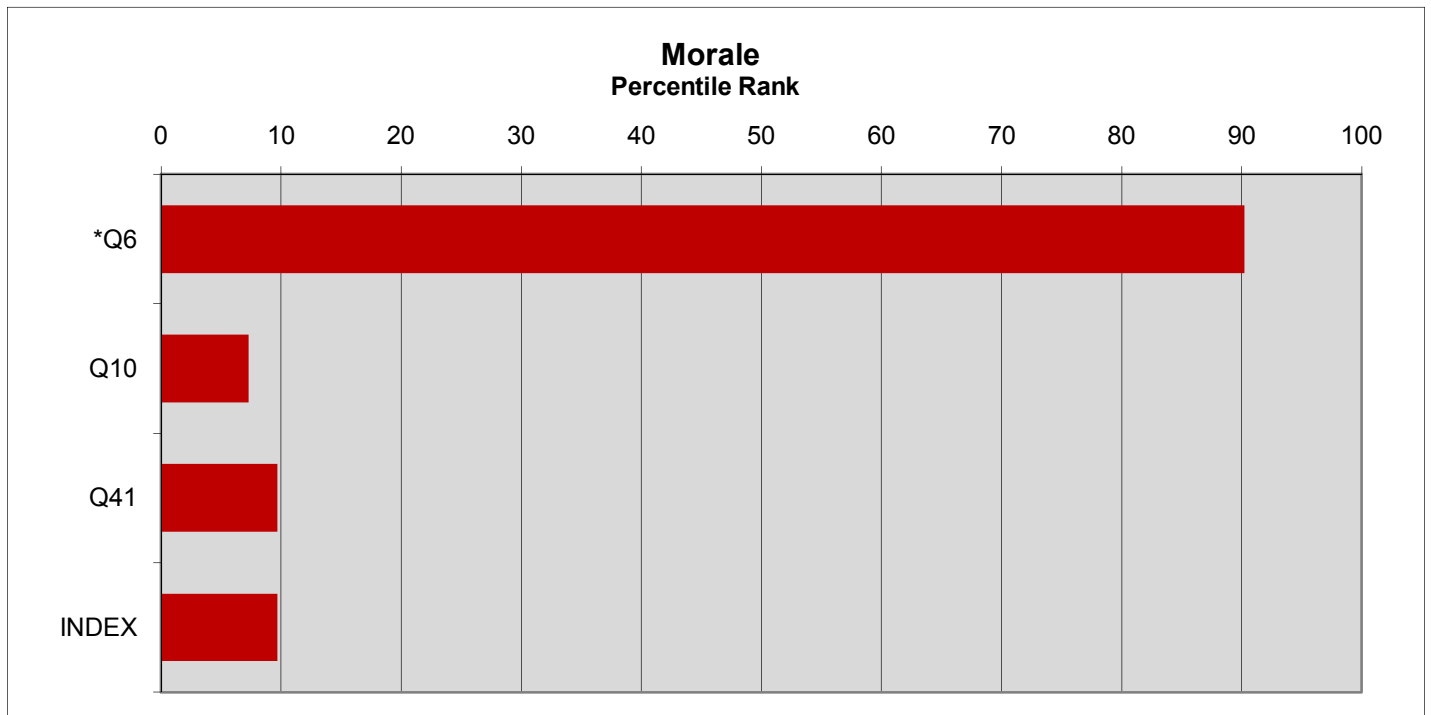
Question Text

- *Q6 It seems to me that we are just going through the motions of church activity. There isn't much excitement about it among our members.
- Q10 The whole spirit in our congregation makes people want to get as involved as possible.
- Q41 On the whole, I am satisfied with how things are in our congregation.

Response Percentages (These are the scores from your congregation.)

Question	Strongly Disagree	Disagree	Tend to Disagree	Tend to Agree	Agree	Strongly Agree
*Q6	2.0	12.8	19.1	30.5	21.5	14.1
Q10	7.6	14.2	36.3	29.7	10.6	1.7
Q41	6.6	8.6	32.1	29.8	19.9	3.0

Comparative Profile (These show how your scores compared with other churches.)



Note: A question with an asterisk is negatively worded relative to the index. In the Comparative Profile, a shorter bar is preferred for questions that are negatively worded. The overall index scores takes this into account in its calculation.

Performance Indices

Conflict Management Index

The Conflict Management Index measures the degree to which members believe that conflict is appropriately managed and, where possible, resolved. It is important to note that the Conflict Management Index does not correlate strongly with the Hospitality Index or the Spiritual Vitality Index. This means that a congregation can perceive itself as having a strong faith and a genuine concern for one another, yet still experience painful conflict. This is because the tools required to deal with conflict go beyond good intentions, and involve specific training that nearly anyone can learn...if they choose to do so.

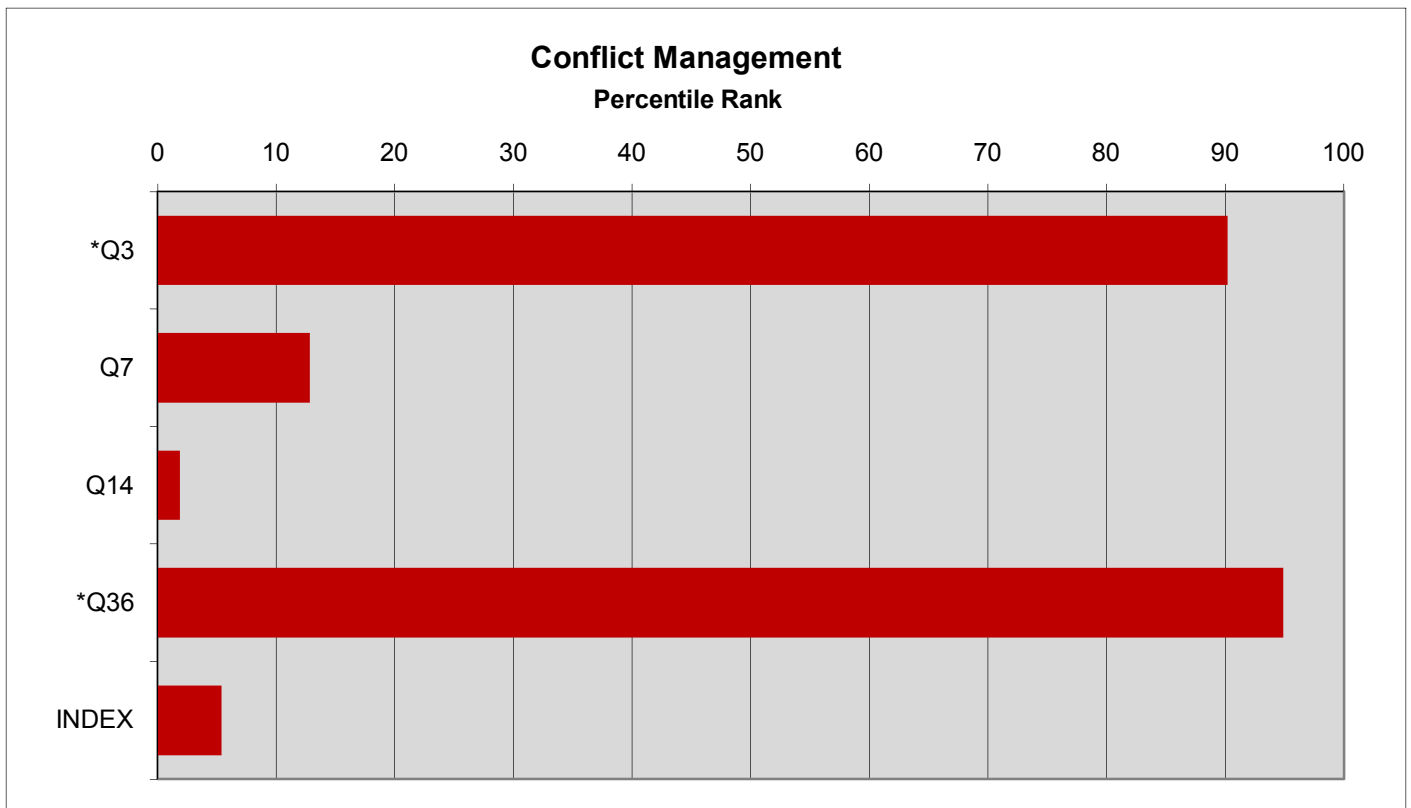
Question Text

- *Q3 There is a disturbing amount of conflict in our congregation.
- Q7 Problems between groups in this congregation are usually resolved through mutual effort.
- Q14 Among most of our members there is a healthy tolerance of differing opinions and beliefs.
- *Q36 There is frequently a small group of members that opposes what the majority want to do.

Response Percentages (These are the scores from your congregation.)

Question	Strongly Disagree	Disagree	Tend to Disagree	Tend to Agree	Agree	Strongly Agree
*Q3	2.6	13.6	16.5	33.0	20.1	14.3
Q7	4.4	7.2	26.0	37.6	22.8	2.0
Q14	3.7	9.6	29.2	35.4	21.8	0.4
*Q36	0.4	4.7	11.9	43.8	28.1	11.1

Comparative Profile (These show how your scores compared with other churches.)



Note: A question with an asterisk is negatively worded relative to the index. In the Comparative Profile, a shorter bar is preferred for questions that are negatively worded. The overall index scores takes this into account in its calculation.

Performance Indices

Governance Index

The Governance Index measures the degree to which members believe that the decision making structures and processes of the church are open to their concerns and input. While church polity may lodge almost all decision-making in one group of persons, a Board for example, there are many creative ways in which that authority can be delegated or shared. Committees, commissions, task forces, leadership assemblies, and joint meetings expand the decision-making circle. Regular input from surveys, focus groups, and interviews can give people a sense of involvement in the way decisions are made. As people perceive openness in the way leaders make decisions, they are more likely to have high morale and support the decisions that have been made.

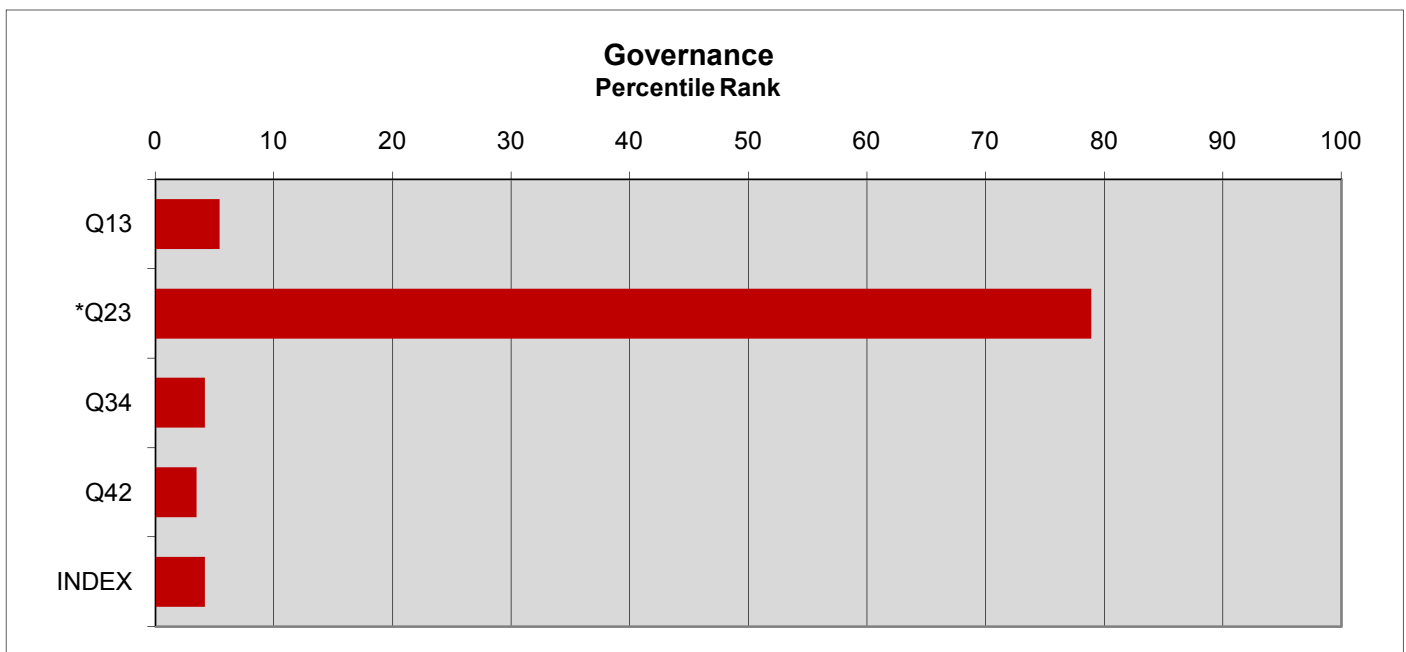
Question Text

Q13	The leaders of our church show a genuine concern to know what people are thinking when decisions need to be made.
*Q23	The same small group of people seem to make most of the important decisions in our church.
Q34	In important decisions in our church, adequate opportunity for consideration of different approaches is usually provided.
Q42	Persons who serve as leaders in our church are representative of the membership.

Response Percentages (These are the scores from your congregation.)

Question	Strongly Disagree	Disagree	Tend to Disagree	Tend to Agree	Agree	Strongly Agree
Q13	3.5	9.1	18.9	33.3	26.0	9.1
*Q23	0.7	2.5	11.9	29.9	30.6	24.5
Q34	3.6	11.5	28.9	27.7	26.5	2.0
Q42	2.9	3.6	16.4	38.5	30.9	7.6

Comparative Profile (These show how your scores compared with other churches.)



Note: A question with an asterisk is negatively worded relative to the index. In the Comparative Profile, a shorter bar is preferred for questions that are negatively worded. The overall index scores takes this into account in its calculation.

Performance Indices

Spiritual Vitality Index

The Spiritual Vitality Index measures the degree to which members believe that their faith is central to their lives rather than peripheral or episodic. It is an important index in that it correlates mildly with the Hospitality Index. In addition, the Spiritual Vitality Index relates strongly to the percent of household income that members give to the church. This would seem to confirm what Jesus said: "Where your treasure is, there will your heart be also."

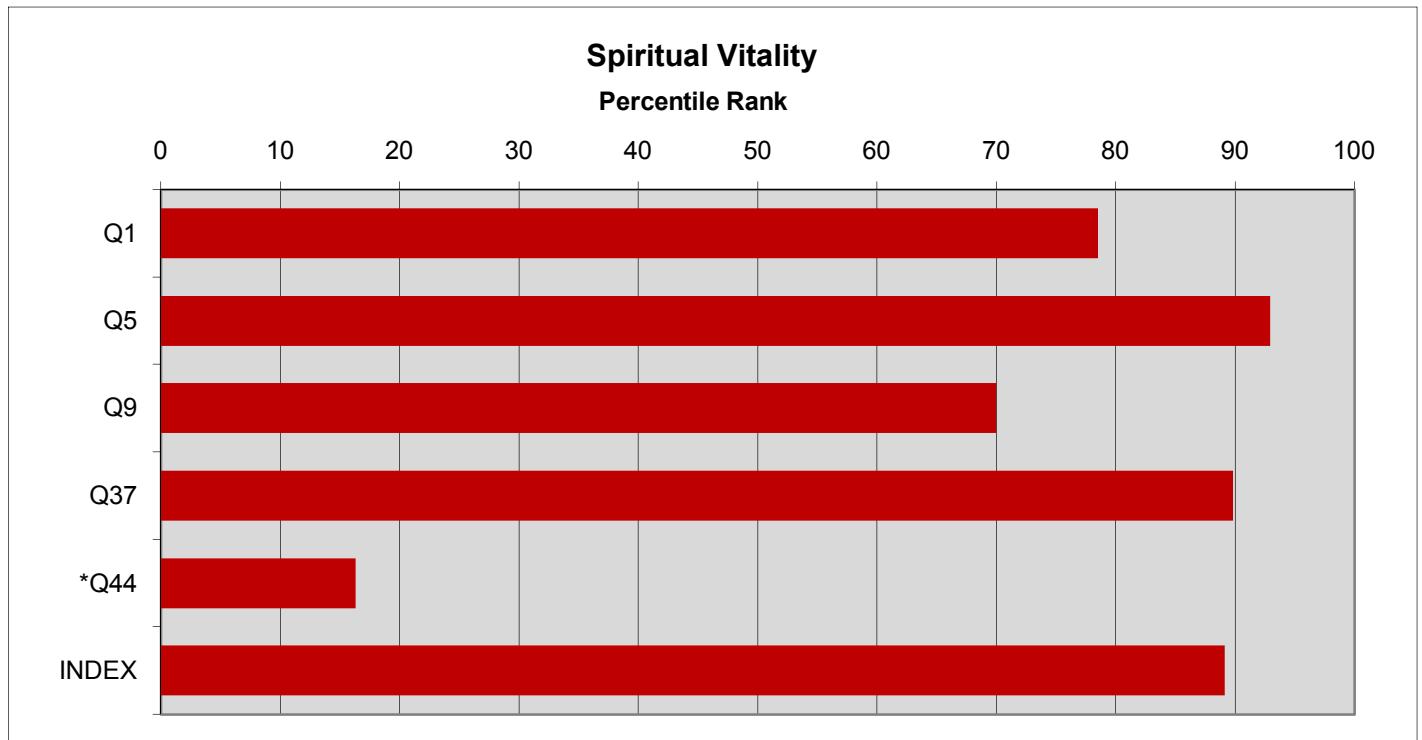
Question Text

- Q1 My spiritual experiences often impact the way I look at life.
- Q5 My spirituality is really the basis of my whole approach to life.
- Q9 I experience the presence of God in my life.
- Q37 I work to connect my faith to all the other aspects of my life.
- *Q44 Although my faith is important to me, I feel there are other things more pressing in my life right now.

Response Percentages (These are the scores from your congregation.)

Question	Strongly Disagree	Disagree	Tend to Disagree	Tend to Agree	Agree	Strongly Agree
Q1	3.1	0.0	0.9	10.3	27.9	57.7
Q5	0.3	0.6	3.1	17.0	35.8	43.1
Q9	0.0	0.3	1.6	10.0	34.7	53.4
Q37	0.0	0.0	3.3	18.8	34.3	43.6
*Q44	18.6	28.6	32.2	13.6	6.0	1.0

Comparative Profile (These show how your scores compared with other churches.)



Note: A question with an asterisk is negatively worded relative to the index. In the Comparative Profile, a shorter bar is preferred for questions that are negatively worded. The overall index scores takes this into account in its calculation.

Performance Indices

Readiness for Ministry Index

In the last thirty years, a shift has taken place in our understanding of ministry. Some churches call it lay ministry, some lay leadership, others, the ministry of the baptized. In each case the basic concept is that all members of a church are called to ministry, and it is the responsibility of the church to help members identify their gifts and connect to ministries that best fit those gifts. The Readiness for Ministry Index measures the degree to which the church has helped members make this transition in their understanding and equipped them for their own particular ministry,

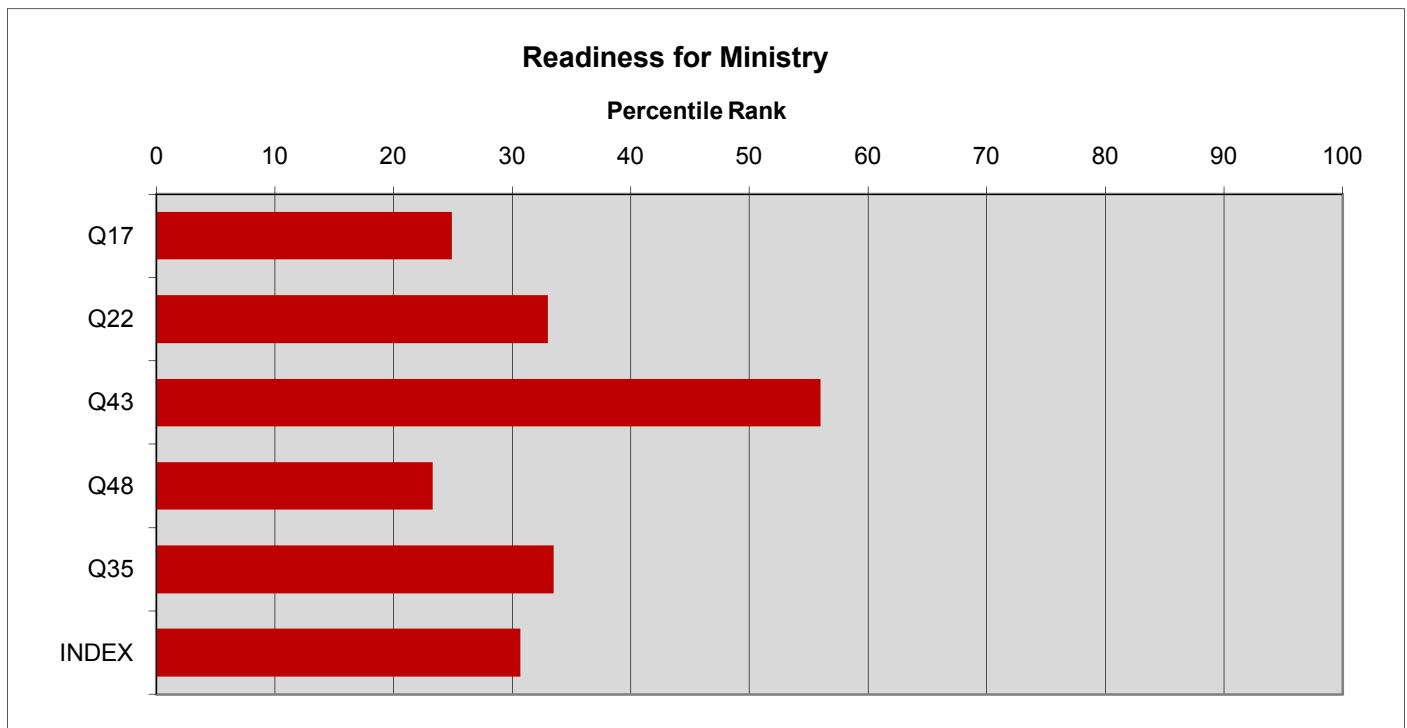
Question Text

- Q17 Our church does a good job helping each member understand that he or she is called to ministry.
- Q22 Our church prepares our members for ministry by helping them discern their gifts.
- Q43 Our church provides opportunities for members to engage in active ministry within the church and to the world.
- Q48 Our church does a good job supporting persons in ministry by reminding them that they are making a difference.
- Q35 In our congregation the laity work with the Pastor in leading and planning worship services.

Response Percentages (These are the scores from your congregation.)

Question	Strongly Disagree	Disagree	Tend to Disagree	Tend to Agree	Agree	Strongly Agree
Q17	3.1	9.0	21.2	36.8	25.7	4.2
Q22	1.5	8.4	30.9	34.5	21.8	2.9
Q43	0.0	1.7	4.0	27.6	39.7	26.9
Q48	0.4	4.3	20.4	32.2	34.5	8.2
Q35	0.9	8.4	15.3	34.9	33.0	7.4

Comparative Profile (These show how your scores compared with other churches.)



Performance Indices

Educational Engagement Index

Christian education is a life-long process that enriches a person's spiritual life and better prepares him or her for service in the world. The Educational Engagement Index measures the degree to which members share in that understanding. It also gauges the degree to which the church provides developmentally appropriate education across the entire span of life. In addition, it recognizes that members are living with a variety of schedules and that education must be provided in a way that adapts to member needs.

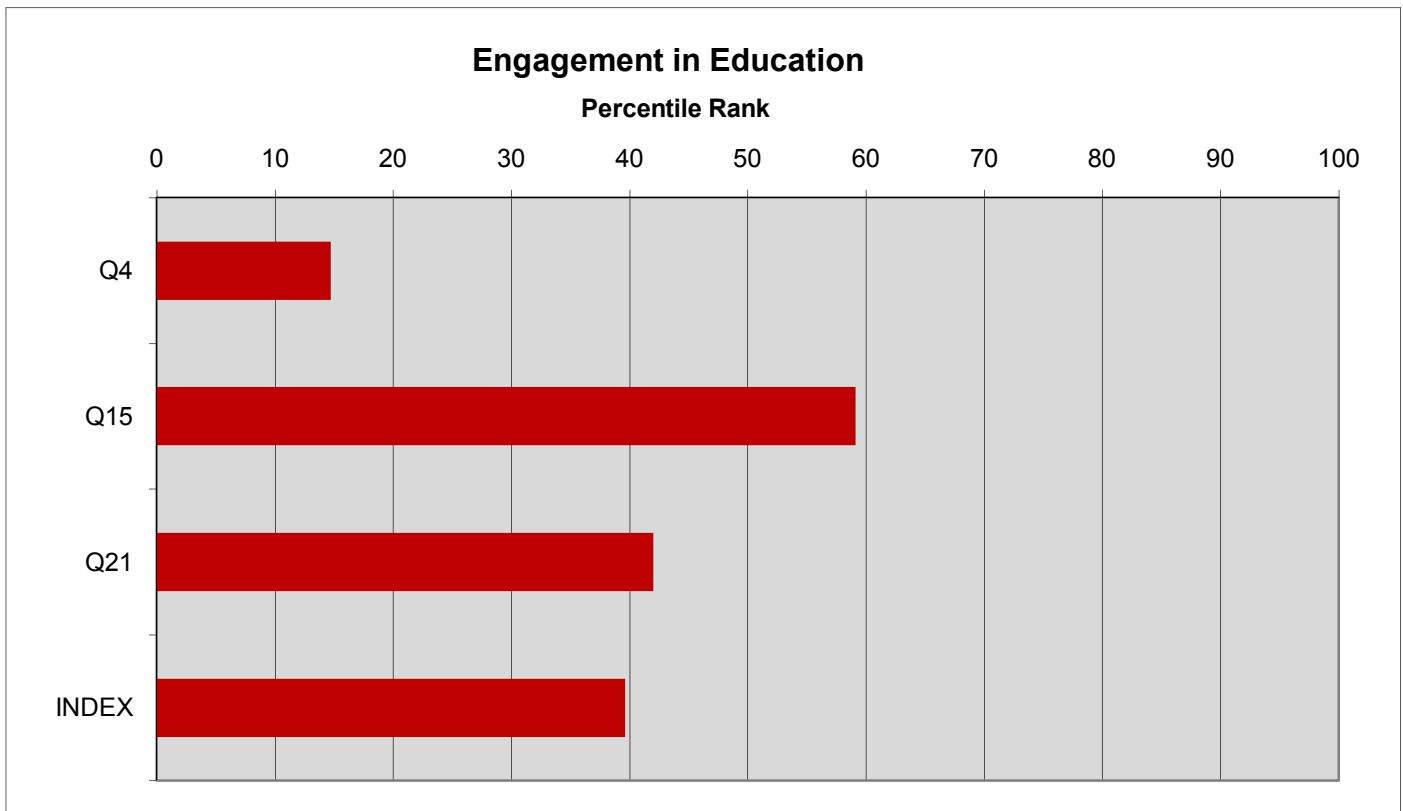
Question Text

- Q4 Our members understand that they have a spiritual responsibility for life-long learning and formation.
- Q15 Our church provides opportunities for education and formation in a variety of ways so that I can find one that fits my complex lifestyle.
- Q21 Our church provides high quality education that is appropriate to every age and stage of life.

Response Percentages (These are the scores from your congregation.)

Question	Strongly Disagree	Disagree	Tend to Disagree	Tend to Agree	Agree	Strongly Agree
Q4	2.3	4.0	16.7	37.8	32.4	6.7
Q15	1.3	4.6	12.7	31.7	34.6	15.0
Q21	3.7	7.1	22.4	33.3	24.1	9.2

Comparative Profile (These show how your scores compared with other churches.)



Performance Indices

Worship and Music Index

The worship experience is central to the vitality and growth of a congregation. While members are often engaged in a wide variety of activities, worship is the one experience that every member shares. Research suggests that worship is a primary factor in the morale of a congregation and that when the worship experience of a congregation is vibrant, members also tend to feel energized about the work of the church. The Worship and Music Index seeks to capture the congregation's feelings about the quality of the worship experience.

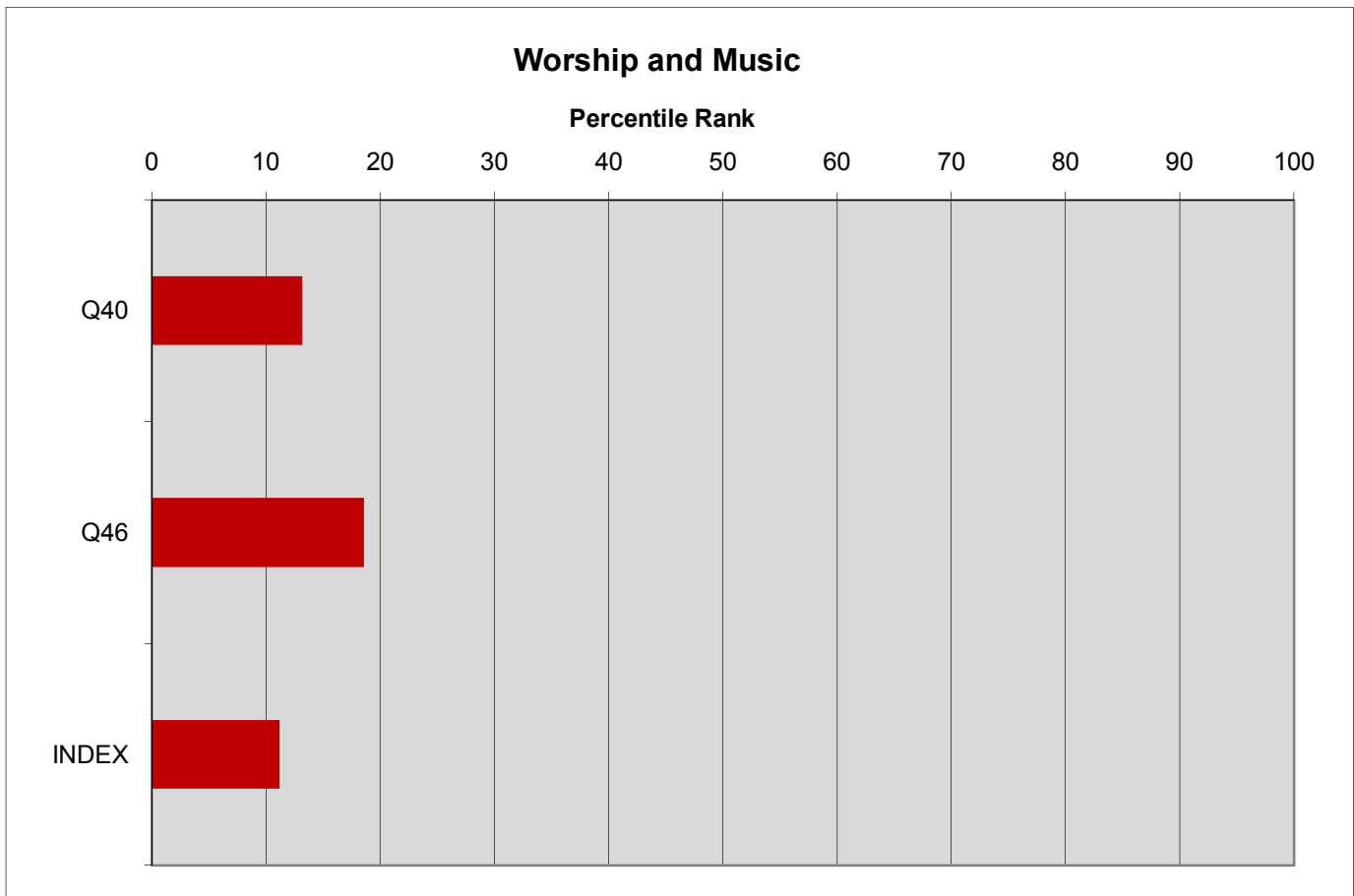
Question Text

- Q40 The music at our church is outstanding in quality and appropriate in style to our congregation.
- Q46 The worship services at our church are exceptional in both quality and spiritual content.

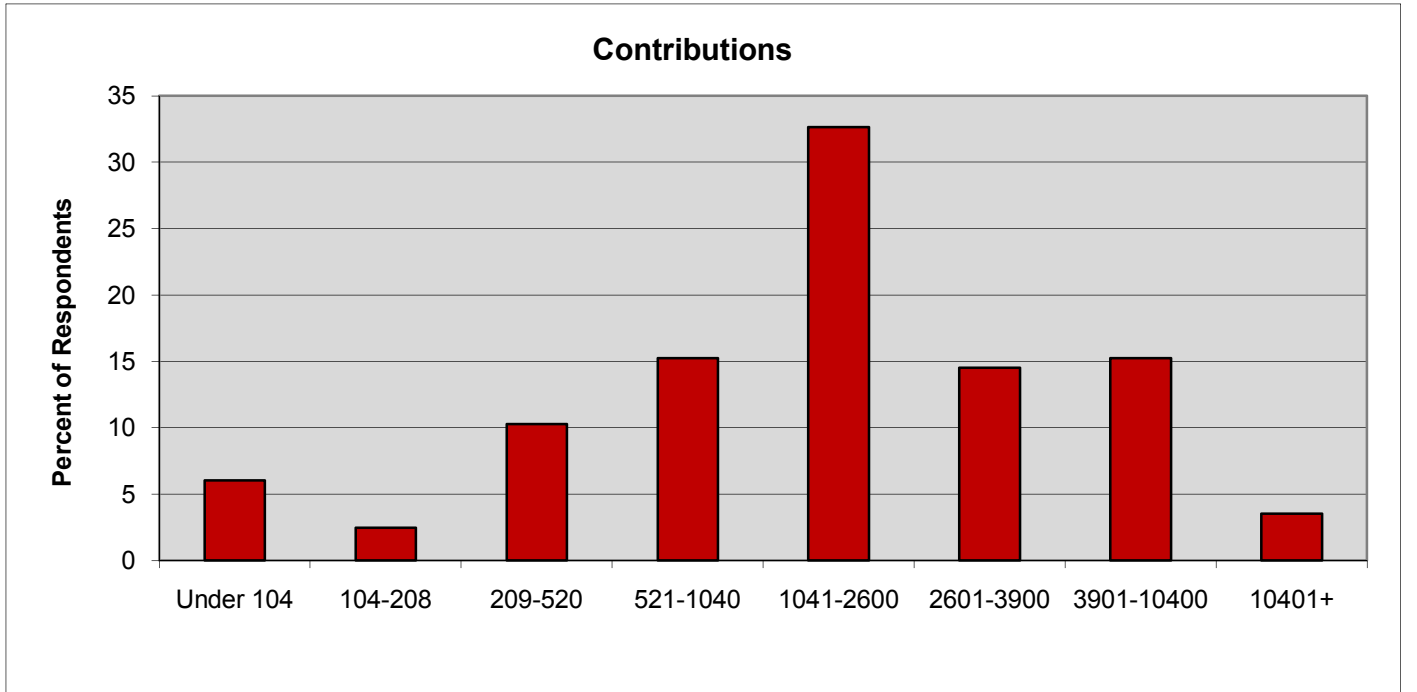
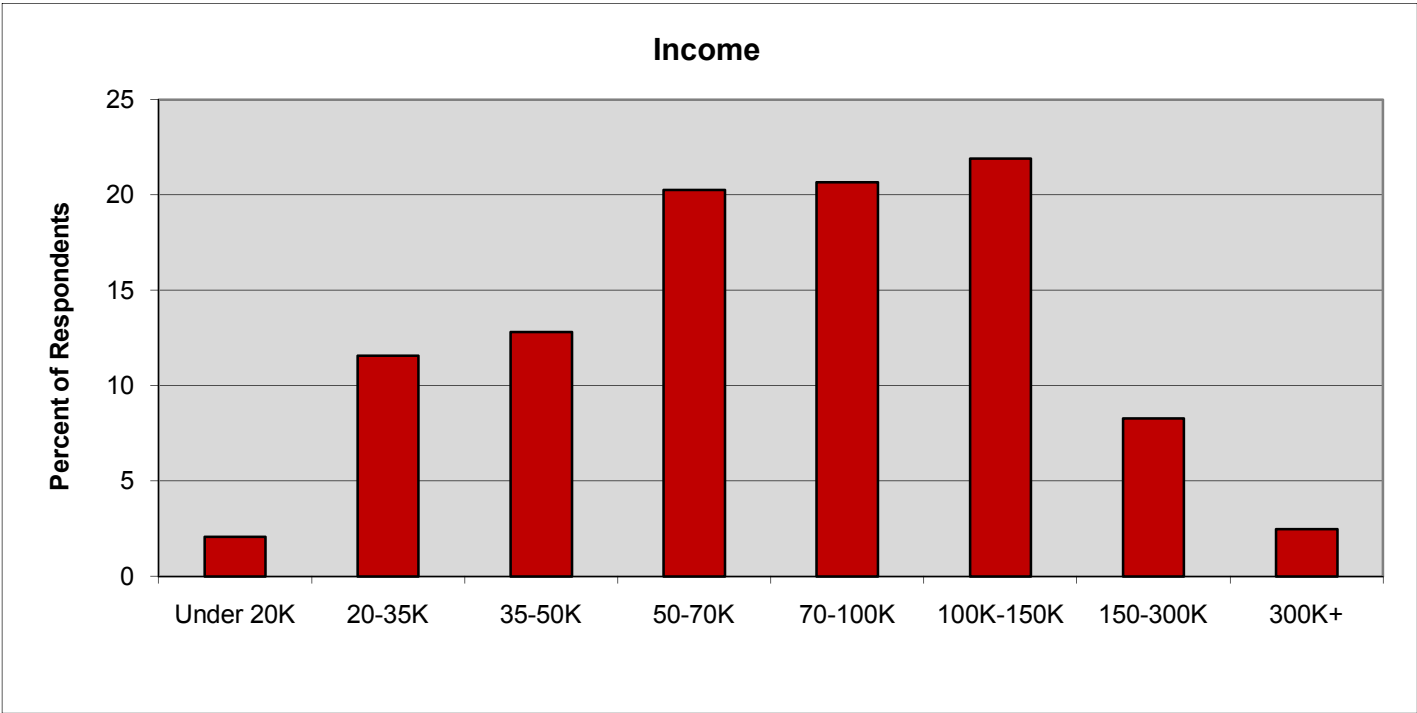
Response Percentages (These are the scores from your congregation.)

Question	Strongly Disagree	Disagree	Tend to Disagree	Tend to Agree	Agree	Strongly Agree
Q40	4.6	7.6	17.4	25.7	29.9	14.8
Q46	2.7	4.3	19.1	36.8	28.1	9.0

Comparative Profile (These show how your scores compared with other churches.)



Financial Information



Total Church Income	\$843,263
Per household giving	\$1,276
Average household income	\$93,192
Percent of household income given	1.37%
Percentile Rank	21

Demographic Data

Age	Below 19	19-24	25-34	35-44	45-54	55-64	65+
	1%	1%	6%	10%	20%	29%	33%
Tenure	Under one year	1-2 years	3-4 years	5-10 years	11-15 years	16-20 years	Over 20 years
	1%	1%	4%	13%	10%	13%	57%
Distance	Under 4 blocks	5-8 blocks	1-2 miles	3-4 miles	5-9 miles	10-15 miles	Over 15 miles
	16%	16%	27%	18%	16%	4%	1%
Attendance	None	1-4 times	Once per month	Twice per month	Three times a month	All but 4 weeks	Every week
	2%	6%	6%	9%	20%	24%	31%
Attendance Trend*	Third as much	Half as much	Somewhat less	Same	Somewhat more	Twice as much	Three times as much
	7%	3%	13%	65%	6%	1%	5%
Gender	Male	Female					
	35%	65%					
Ethnic Background	Black	Caucasian	Native	Latino	Asian	Other	
	0%	94%	0%	0%	1%	1%	
Level of Education	Less than high school	Some high school	High school grad	Some college	College graduate	Some post graduate	Graduate degree
	0%	1%	6%	23%	32%	10%	24%
Persons in Household Total	One	Two	Three	Four	Five	Six or more	
	13%	44%	19%	12%	10%	2%	
0 - 5 years	None	One	Two	Three	Four	Five	Six or more
	91%	7%	2%	0%	0%	0%	0%
6 - 12 years	88%	8%	3%	1%	0%	0%	0%
13-18 years	84%	9%	5%	0%	0%	0%	0%
19-24 years	78%	13%	7%	1%	0%	0%	0%
25 or older	22%	15%	56%	5%	2%	0%	0%

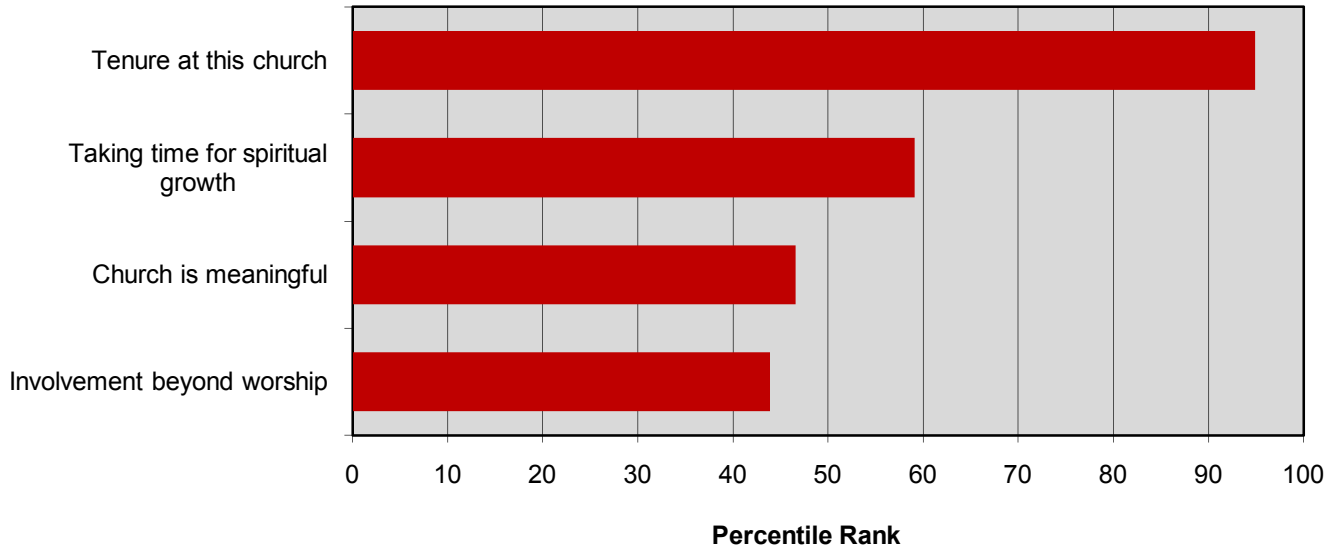
The population during the past three years within one mile of your church building has slowly increased.

In that same period of time, the income level of the neighborhood within one mile of your church building has remained about the same.

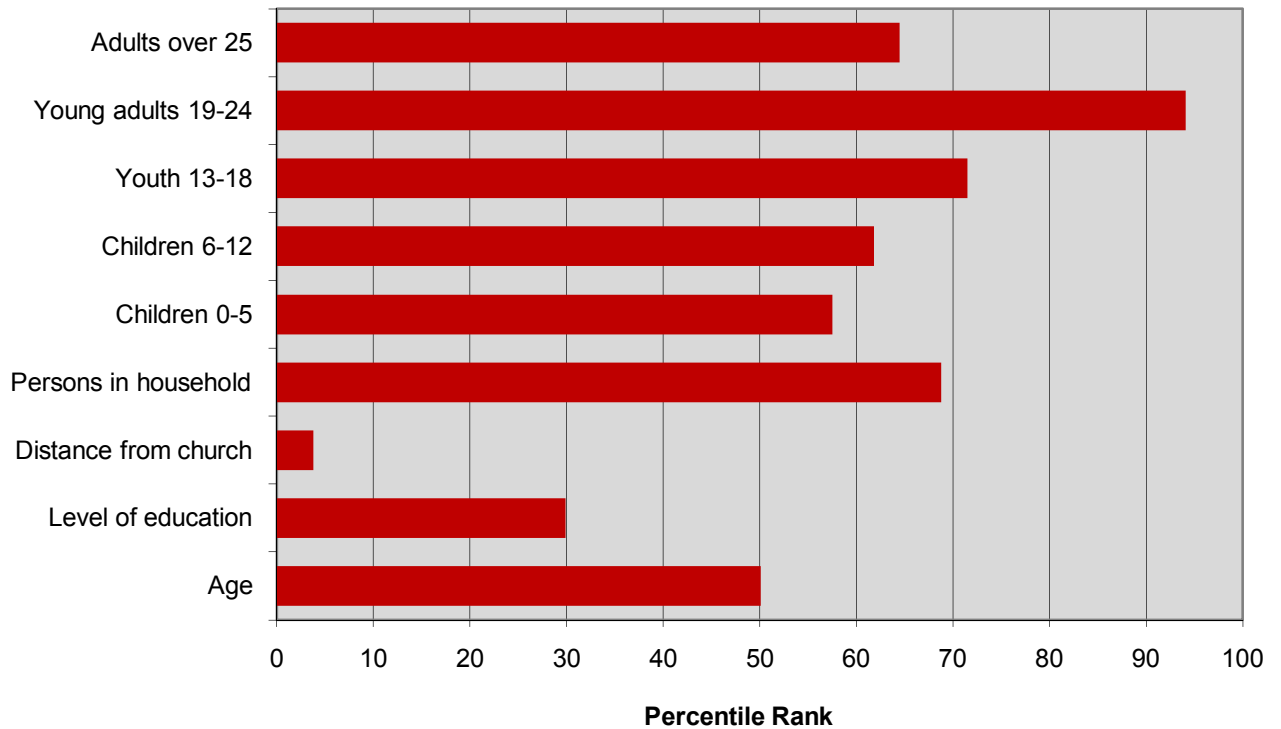
***compared with three years ago**

Activity and Demographic Data

Activity



Household



Summary Data

	Strongly Disagree	Disagree	Tend to Disagree	Tend To Agree	Agree	Strongly Agree	7	8
Q#1	3.1	0.0	0.9	10.3	27.9	57.7	0.0	0.0
Q#3	2.6	13.6	16.5	33.0	20.1	14.3	0.0	0.0
Q#4	2.3	4.0	16.7	37.8	32.4	6.7	0.0	0.0
Q#5	0.3	0.6	3.1	17.0	35.8	43.1	0.0	0.0
Q#6	2.0	12.8	19.1	30.5	21.5	14.1	0.0	0.0
Q#7	4.4	7.2	26.0	37.6	22.8	2.0	0.0	0.0
Q#8	5.5	24.3	49.5	13.9	5.2	1.6	0.0	0.0
Q#9	0.0	0.3	1.6	10.0	34.7	53.4	0.0	0.0
Q#10	7.6	14.2	36.3	29.7	10.6	1.7	0.0	0.0
Q#12	2.6	6.6	17.9	34.8	27.8	10.3	0.0	0.0
Q#13	3.5	9.1	18.9	33.3	26.0	9.1	0.0	0.0
Q#14	3.7	9.6	29.2	35.4	21.8	0.4	0.0	0.0
Q#15	1.3	4.6	12.7	31.7	34.6	15.0	0.0	0.0
Q#16	0.0	6.3	13.3	35.2	34.9	10.3	0.0	0.0
Q#17	3.1	9.0	21.2	36.8	25.7	4.2	0.0	0.0
Q#19	0.3	5.3	10.6	20.5	40.1	23.2	0.0	0.0
Q#21	3.7	7.1	22.4	33.3	24.1	9.2	0.0	0.0
Q#22	1.5	8.4	30.9	34.5	21.8	2.9	0.0	0.0
Q#23	0.7	2.5	11.9	29.9	30.6	24.5	0.0	0.0
Q#24	0.7	5.4	6.5	23.1	31.0	33.3	0.0	0.0
Q#26	0.7	2.0	6.2	37.5	36.5	17.3	0.0	0.0
Q#28	2.1	5.7	25.5	38.7	24.8	3.2	0.0	0.0
Q#30	1.8	2.5	8.8	35.1	38.2	13.7	0.0	0.0
Q#31	1.7	5.4	10.4	15.4	28.2	38.9	0.0	0.0
Q#32	0.4	3.9	16.7	40.1	36.9	2.1	0.0	0.0
Q#33	1.4	3.0	10.8	21.3	38.9	24.7	0.0	0.0
Q#34	3.6	11.5	28.9	27.7	26.5	2.0	0.0	0.0
Q#35	0.9	8.4	15.3	34.9	33.0	7.4	0.0	0.0
Q#36	0.4	4.7	11.9	43.8	28.1	11.1	0.0	0.0
Q#37	0.0	0.0	3.3	18.8	34.3	43.6	0.0	0.0
Q#38	1.7	6.2	17.9	30.9	33.0	10.3	0.0	0.0
Q#40	4.6	7.6	17.4	25.7	29.9	14.8	0.0	0.0
Q#41	6.6	8.6	32.1	29.8	19.9	3.0	0.0	0.0
Q#42	2.9	3.6	16.4	38.5	30.9	7.6	0.0	0.0
Q#43	0.0	1.7	4.0	27.6	39.7	26.9	0.0	0.0
Q#44	18.6	28.6	32.2	13.6	6.0	1.0	0.0	0.0
Q#45	1.7	7.0	16.1	26.2	31.9	17.1	0.0	0.0
Q#46	2.7	4.3	19.1	36.8	28.1	9.0	0.0	0.0
Q#48	0.4	4.3	20.4	32.2	34.5	8.2	0.0	0.0

Summary Data

	1	2	3	4	5	6	7	8
Q#50	5.7	17.7	39.9	23.0	13.8	0.0	0.0	0.0
Q#51	7.6	21.7	35.2	24.1	11.4	0.0	0.0	0.0
Q#52	5.5	24.0	40.0	24.7	5.8	0.0	0.0	0.0
Q#53	46.7	32.2	14.2	4.5	2.4	0.0	0.0	0.0
Q#54	5.9	22.7	36.1	26.4	8.9	0.0	0.0	0.0
Q#55	6.4	26.5	42.4	17.8	6.8	0.0	0.0	0.0
Q#56	14.2	20.5	26.4	21.5	17.4	0.0	0.0	0.0
Q#57	6.5	10.3	25.0	28.4	29.8	0.0	0.0	0.0
Q#58	4.5	22.5	35.3	22.8	14.9	0.0	0.0	0.0
Q#59	3.1	8.4	35.2	32.8	20.6	0.0	0.0	0.0
Q#60	18.4	41.7	27.2	10.6	2.1	0.0	0.0	0.0
Q#61	10.5	30.4	42.0	12.0	5.1	0.0	0.0	0.0
Q#62	8.7	26.6	36.9	17.5	10.3	0.0	0.0	0.0
Q#63	2.2	18.6	47.1	22.6	9.5	0.0	0.0	0.0
Q#64	7.3	24.0	41.5	17.5	9.8	0.0	0.0	0.0
Q#65	3.5	17.3	46.5	20.8	12.0	0.0	0.0	0.0
Q#66	11.6	32.3	35.1	13.7	7.4	0.0	0.0	0.0
Q#67	2.0	6.5	6.5	8.5	20.4	24.5	31.3	0.3
Q#68	6.9	3.1	12.7	64.9	6.2	1.4	4.8	0.0
Q#69	26.9	13.3	9.9	12.9	18.4	9.5	6.8	2.4
Q#70	1.8	2.5	9.6	26.1	25.0	35.0	0.0	0.0
Q#71	7.8	0.7	4.4	4.8	20.1	24.5	31.0	6.8
Q#72	0.7	1.4	4.4	12.9	9.9	12.6	57.5	0.7
Q#73	6.0	2.5	10.3	15.2	32.6	14.5	15.2	3.5
Q#74	34.7	65.3	0.0	0.0	0.0	0.0	0.0	0.0
Q#75	0.0	94.2	0.0	0.0	0.7	0.7	4.4	0.0
Q#76	1.1	1.4	5.7	10.0	19.9	28.8	33.1	0.0
Q#77	0.0	0.7	6.5	22.8	32.3	10.2	24.1	3.4
Q#78	15.6	16.3	26.5	18.0	15.6	4.4	1.0	2.4
Q#79	13.5	43.8	18.8	11.9	10.0	1.9	0.0	0.0
Q#80	90.8	7.3	1.5	0.0	0.0	0.0	0.4	0.0
Q#81	87.6	8.1	2.7	1.2	0.0	0.0	0.4	0.0
Q#82	84.5	8.9	5.4	0.4	0.4	0.0	0.4	0.0
Q#83	78.5	13.5	6.9	0.8	0.0	0.0	0.4	0.0
Q#84	22.0	15.1	55.6	5.4	1.5	0.0	0.4	0.0
Q#85	2.1	11.6	12.8	20.2	20.7	21.9	8.3	2.5

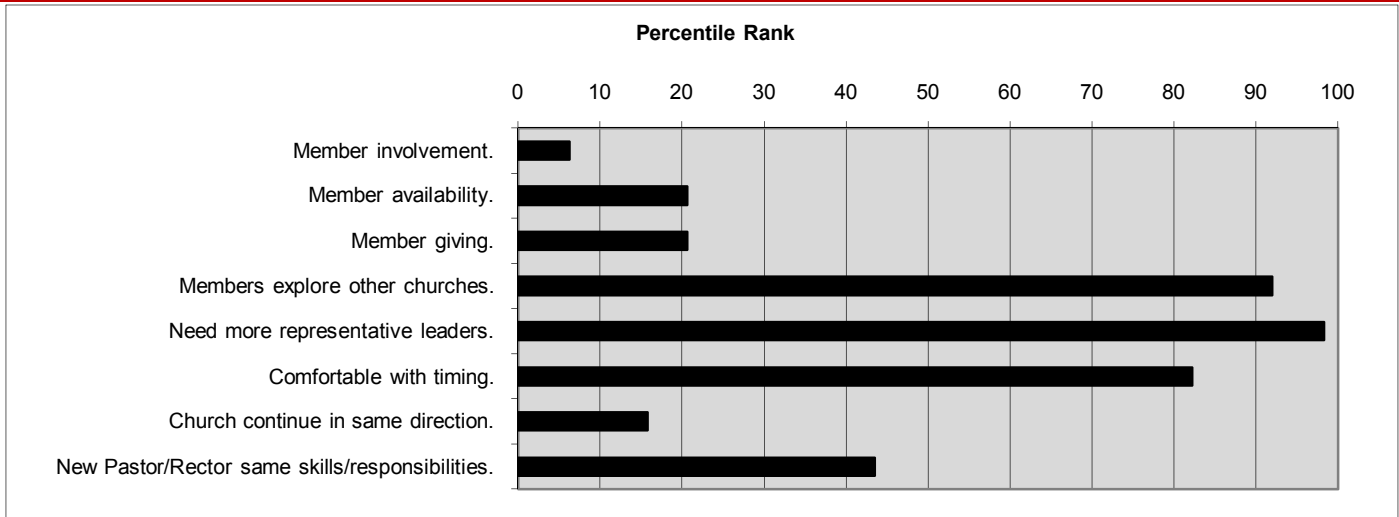
Church

Most recent membership	1506
One year earlier	1534
Two years earlier	1535
Three years earlier	1502
Most recent new members	38
One year earlier	72
Two years earlier	42
Three years earlier	67
Most recent average Sunday attendance	350
One year earlier	352
Two years earlier	438
Three years earlier	490
Church Assessment Roll	1506
Number of households	661
Givers of record	492
Letters sent out	1150
Number returned/participated	322
Total receipts most recent	\$843,263
Total receipts one year earlier	\$124,599
Total receipts two years earlier	\$125,370

Community

Population trend	The community within one mile of the church has a population that has been slowly increasing over the last three years.
Income trend	The income in the neighborhood within one mile of the church has not changed over the last three years.

Transition Profile



Opportunities

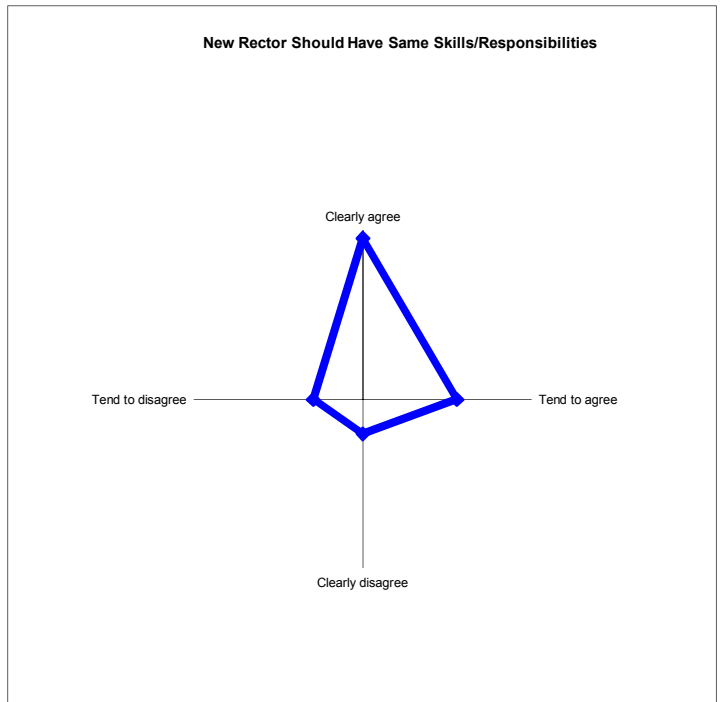
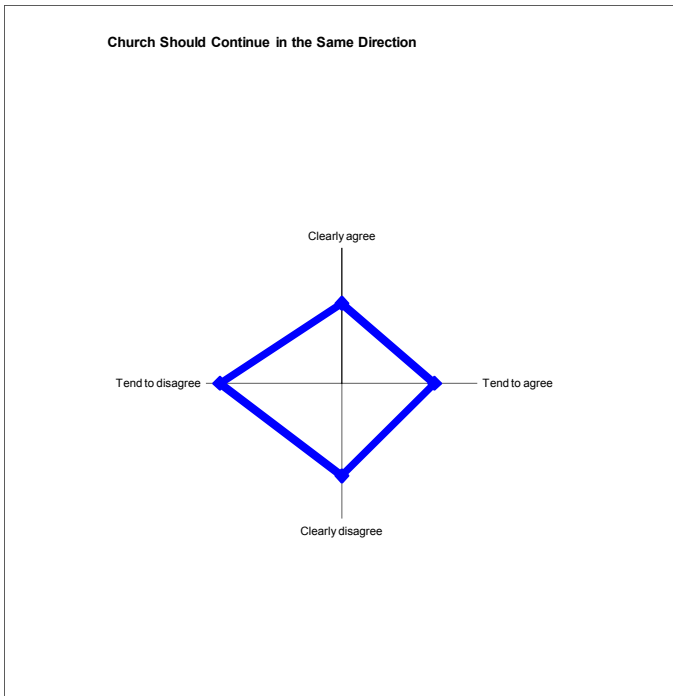
The number of members who will be more involved in the transition (net):	192
The number of members who will be more available during the transition (net):	243
The potential increase in giving during the transition (net):	\$31,246
<i>*Assumes an increase of those who intend to give more of 1% of household income.</i>	

Vulnerabilities

The number of members who will clearly explore other churches during the transition:	108
The number of members who clearly believe the leadership needs to be more representative:	482
The number of members who are clearly uncomfortable with the timing of the transition:	98
<i>Note: All calculations are made by extrapolating the data over the number of persons on the assessment roll.</i>	

Shift in Future Direction

The charts below represent the degree to which members want a change in direction for the church and in the skills set and/or responsibilities of the new Pastor/Rector. The longer the lines pointing down or left, the stronger the desire for change.



Vital Signs

Summary Documents

generated from

The Church Assessment Tool

7/5/2011

"And this is my prayer: that your love may abound more and more in knowledge and depth of insight, so that you may be able to discern what is best and may be pure and blameless until the day of Christ, filled with the fruit of righteousness that comes through Jesus Christ - to the glory and praise of God."

Philippians 1:9-11

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614-208-4090
russ@holycowconsulting.com

Executive Summary

The Church Assessment Tool (CAT) was recently administered in our church. 1150 persons were sent an authentication letter inviting them to participate. Of these, 322 persons responded. A response from every member is not required to provide valid results. For a complete readout, please view the report on the church website (www.pleasanthillchurch.com) or call the church office (412-655-2000) to request a copy. A summary of that report is provided below.

Overall, approximately 23% of our members are clearly satisfied with things in the church. In combination with other questions, this suggests that the morale in our church is very low. Morale is important in a church because it is one of the best predictors of overall health and numeric growth. The indication that our morale is very low suggests that our church is in a crisis situation and immediate steps should be considered for improving the energy level and spirit in our church.

At this point, the factors that are having the biggest impact on how members are feeling about the church overall are:

- The worship services at our church are exceptional in both quality and spiritual content.
37% agree with this statement – 56% are on the fence – 7% disagree
- There is a disturbing amount of conflict in our congregation.
34.4% agree with this statement – 49.5% are on the fence – 17% disagree
- The whole spirit in our congregation makes people want to get as involved as possible.
12.3% agree with this statement – 66% are on the fence – 21.8% disagree
- Persons who serve as leaders in our church are representative of the membership.
38.5% agree with this statement – 55% are on the fence – 6.5% disagree
- It seems to me that we are just going through the motions of church activity. There isn't much excitement about it among our members.
35.6% agree with this statement - 49.6% are on the fence – 14.8% disagree
- On the whole, participation in church activities is very meaningful to me.
60% agree with the statement – 36% are on the fence – 4% disagree

The conflict management score for the church is very low. Approximately 34% of members are clearly disturbed by the level of conflict while another 50% are on the fence with their decision. The church appears to be wrestling with issues that are serious enough to require outside help.

Our member responses indicate that theologically the church tends to be very conservative in its perspective. On the flexible style index, our church appears to be settled. This suggests that in our life as a church you may prefer to develop familiar patterns in our life together that you tend to stay with.

As members look to the future, their top six goals are:

- Make necessary changes to attract families with children and youth to our church.
- Develop and implement a comprehensive strategy to reach new people.
- Deepen our sense of connection to God and one another through stronger worship services.
- Move decisively to provide high quality education for every age and stage of life.
- Change or improve the music of the church to deepen our worship experience.
- Strengthen the management and support of persons in various ministries

The energy that members want invested in these goals is high. This suggests that members not only have a clear sense of priorities but they also realize that a significant amount of energy is required for the future. These top six goals may warrant attention from the leadership even if they are not at the top of the list. All the information in this report should be explored and validated in further conversation.

Survey data is not the end of a conversation but the beginning.

Transition Summary

There are a number of transitional tasks that must be accomplished as a church makes the journey from the leadership of one pastor to the leadership of its next pastor/rector. Every church is different in how they experience a pastoral transition. Therefore, the way these transitional tasks will be accomplished also varies. Information found in your *Vital Signs* report can provide guidance to leaders in developing a transition approach that is geared specifically to your church. The suggestions below are intended to serve as a starting point for developing a transition plan. As always, survey data is the beginning of a conversation not the end.

I. Identity and Direction

The priorities in the *Vital Signs* report are a step in the direction of the congregation establishing a vision independent of the previous pastor. In the transition period it can be important to prepare the congregation for what these priorities will require. In your particular church the following steps may be helpful:

- Introducing best practices in family ministry that encompass parents, youth, and children.
- Exploring best practices related to reaching people with the message of God's love in Christ.
- Introducing leaders and members to different worship experiences that are proving to be fruitful in other communities.
- Offering different models for education and spiritual formation that are a good fit for the church.
- Exploring different aspects of healing and how the church might become engaged in these.

II. Remedial Issues

In most churches there are issues, including conflict, that can be addressed in the transition period that will help the next pastor/rector get a stronger start. Your *Vital Signs* report suggests that the following issues should be considered for action in the transition:

- a spirit in the church that makes people want to get involved
- how disturbing is the level of conflict
- the degree to which leaders are representative of the congregation
- the quality of the worship experience

At least one of these factors may require some attention in the transition. Alternatively leaders might delay action for the arrival of the next pastor.

In addition, the conflict level in your church is very high and may jeopardize the success of your next pastor. Leaders will need to invest significant time and energy in dealing with conflict including the services of a trained interim pastor.

III. Administrative Issues

There are a range of administrative issues that typically need to be addressed in a transition but two of the most important regard the staffing of the church (especially if you are a multiple staff church) and church records.

- During the transition leaders should conduct an overall review of the personnel policy of the church to make sure that it is up-to-date and consistent with the most recent changes in the law.
- In multiple-staff churches, it is important to review the staffing rationale to make sure that it is appropriate to the vision and size of the church. If the conflict management or morale scores are low, the leadership should assess the alignment, performance, and size of the staff and make changes if necessary.
- Your membership roll is three times as large as your worship attendance. There may be names of persons on the roll who are no longer active and need to be removed during the transition.

Transition Summary

IV. Change

Your Vital Signs report indicates that your church is somewhat settled in its approach to change. If reaching new persons or improving the morale of your church are important priorities, you may want to consider taking some steps in the transition to help the church become more open to change. However, you should also consider the following:

- Members desire to see a change in the direction of the church compared to the recent past. The transition can provide a good opportunity to identify areas where changes are necessary.
- Members are more or less comfortable with the current set of skills and responsibilities for the pastor/rector. The transition can provide a good opportunity to identify areas that should be maintained and areas where changes are needed.

V. Opportunities and Vulnerabilities

Every transition brings potential opportunities to be realized and vulnerabilities to be managed.

- Members indicate that their level of involvement during the transition will be very low compared to other churches. Since it may be difficult to recruit folks to key ministries, you may find it necessary to prioritize and temporarily put some less essential tasks on hold.
- Members indicate that their availability for transition tasks will be low compared to other churches. You should be able to cover key transition functions from your pool of members but you will need to work hard at getting the right persons in the right tasks.
- Members indicate that their giving to the church in the transition tasks will be low compared to other churches. You may need to budget conservatively over the transition and set priorities.
- Members indicate that their likelihood of visiting other churches during the transition is very high. You may see a significant drop in worship attendance and involvement in other activities. You may want to take steps to strengthen the relational connections of members to one another.

VI. Dealing with Loss

Members experience feelings of loss at different levels during transitions depending upon the church. Your members are relatively comfortable with the transition and are ready to move forward. While some folks are struggling, most are ready to embrace the next pastor/rector.

VII. Trust in the Leadership

Members indicate a very low level of confidence that the leadership is representative of them. During the transition, the leadership will need to work to rebuild trust.

Vital Leader Profile

The information in the *Vital Signs* report enables the leaders of a church to specify the characteristics of a pastor, priest, or rector who will be a good fit for their particular church. The following list of requirements has been generated from your report and is intended to serve as a starting point for your discernment process. You will need to include other sources of information in your final document including the history of the church, community statistics, your own experience, and your sense of the leading of the Holy Spirit.

I. Professional Interests

A pastor/rector who is a good fit for your church should exhibit an interest in subjects that are important for leading a church like yours. This would include the following:

- Intellectually resonant with and interested in a conservative theological perspective
- Knowledgeable regarding the dynamics of resource-sized* churches and affirming of the distinctive opportunities for ministry that they offer
- Energized by the style of ministry that characterizes a regionally-focused rather than a community-focused church
- Attracted to books, articles, and resources that offer effective strategies and tactics for a church culture characterized by stability, traditions, and Biblical clarity

II. Context

A pastor/rector who is a good fit for your church should feel comfortable with the particular aspects of both the surrounding community and the congregation itself. This would include the following:

- A regionally based congregation where over 40% of the members live more than 5 miles away from the church building
- A church where the community within one mile of the church has a population that has been slowly increasing over the last three years
- A church where the income in the neighborhood within one mile of the church has not changed over the last three years
- A theological perspective that tends to be more conservative compared with other similar, churches
- A culture that values stability, tradition, and time-tested truth
- A congregation that tends to evaluate how they are feeling about the church overall based upon their evaluation of the ministries or governance of the church in addition to the clergy leader (assuming that the clergy questions were retained in the assessment)
- A church that is struggling with lower energy and satisfaction, and requires a significant effort to recover a sense of purpose and well-being
- A Christian community where the rate of giving is low as a percentage of household income. Financially there is some room to grow which would make available additional resources for the ministry of the church.

Vital Leader Profile

III. Abilities

A pastor/rector who is a good fit for your church has the abilities required to deal with critical issues the church is facing and to move the church forward toward important goals. Depending upon the leadership style, these abilities may be expressed as a personal capacity or through the development and management of other leaders.

- An ability and interest in creating a family life ministry that is effective in attracting parents, children, and youth
- An ability and interest in excellent preaching
- An ability and interest in reshaping the ministries of the church to reach others and incorporate them into the life of the church
- An ability and interest in increasing the level of energy and sense of purpose among members of the congregation
- An ability and interest in creating worship experiences that deepen members' relationship with God and one another
- An ability and interest in dealing with conflict in the congregation
- An ability and interest in developing a Christian education and formation ministry that reaches people at every age and stage of life
- An ability and interest in creating a governance process that appropriately involves the members of the church in decisions
- An ability and interest in creating ministries in the church that work to heal those broken by life circumstances
- An ability and interest in strengthening the way that those involved in various ministries are managed and supported

IV. Leadership Style

Leaders have different styles in the way they lead, accomplish goals, and make changes. The style that would best fit your church would include the following characteristics:

- Leads by managing a multiple and complex staff with differing gifts and motivational patterns. Seeks to accomplish the goals of the church through the staff team.
- Makes changes very slowly by working patiently to insure ownership of the final result

V. Core Motivations

A pastor who is a good fit for your church is one who can stay motivated over the long term. This means that he or she must be motivated by the challenge of recruiting, developing, and managing an effective staff team. Enjoys up-front, large group ministry and leading the church to achieve a significant vision.

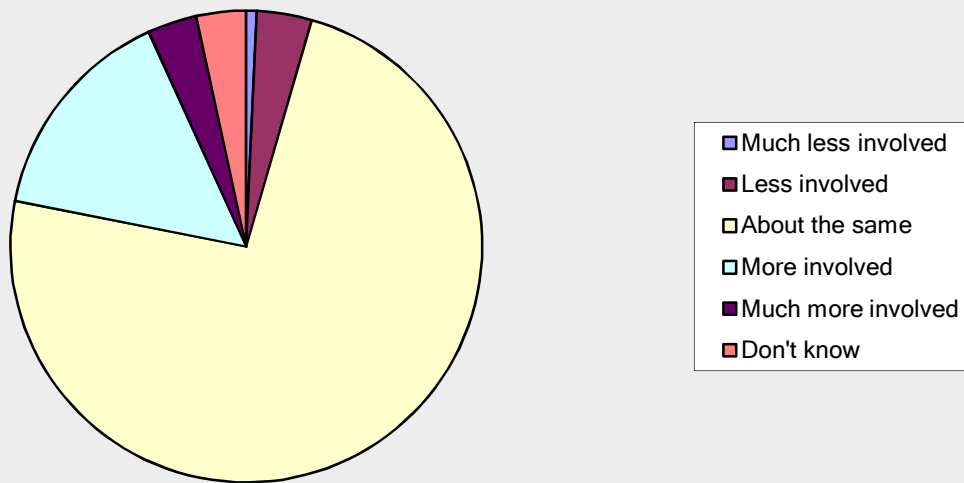
*Family-sized church	Under 50 worship attendance
*Pastoral-sized church	50 to 150 worship attendance
*Program-sized church	150 to 350 worship attendance
*Resource-sized church	Over 350 worship attendance

Pleasant Hills Community Presbyterian Church

It could take a number of months to complete a pastoral transition. During that time I intend to be

Answer Options	Response Percent	Response Count
Much less involved	0.7%	2
Less involved	3.8%	11
About the same	73.6%	215
More involved	15.1%	44
Much more involved	3.4%	10
Don't know	3.4%	10
<i>answered question</i>		292
<i>skipped question</i>		30

Pleasant Hills Community Presbyterian Church

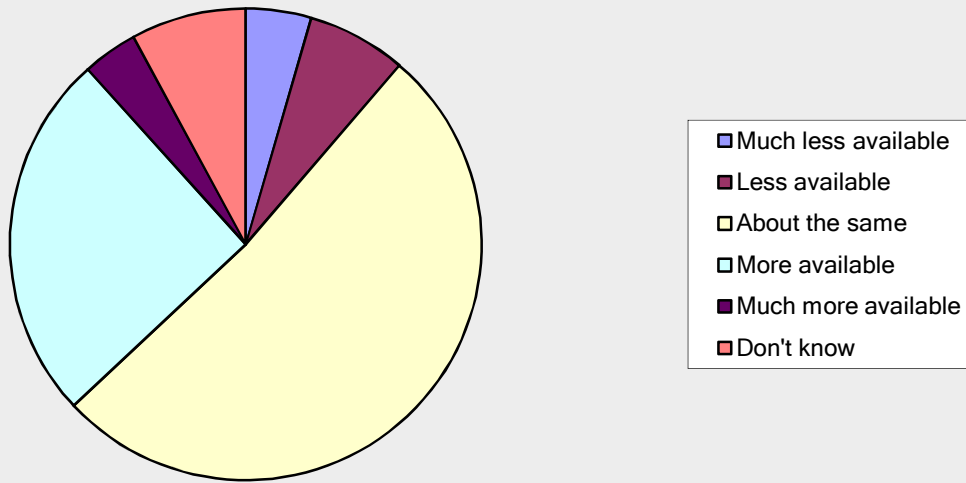


Pleasant Hills Community Presbyterian Church

There are a number of additional responsibilities that may arise during the pastoral transition (for example, prayer, focus groups, committee work). Please indicate your level of availability to help with additional responsibilities as they arise:

Answer Options	Response Percent	Response Count
Much less available	4.5%	13
Less available	6.8%	20
About the same	51.7%	151
More available	25.3%	74
Much more available	3.8%	11
Don't know	7.9%	23
<i>answered question</i>		292
<i>skipped question</i>		30

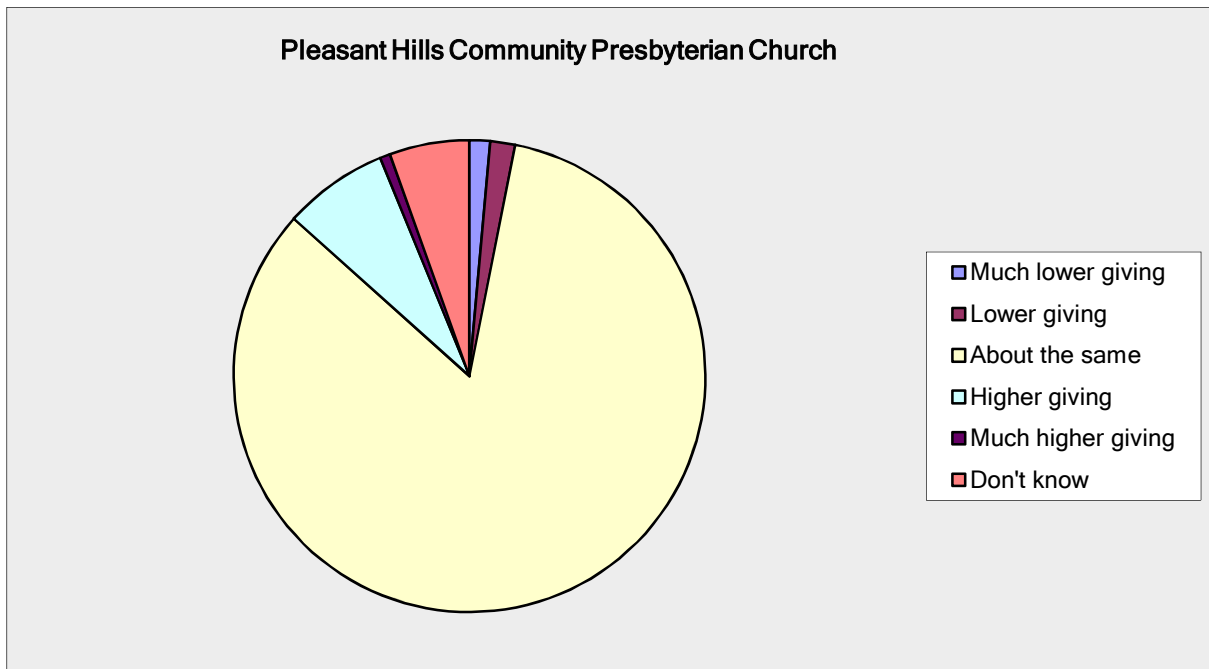
Pleasant Hills Community Presbyterian Church



Pleasant Hills Community Presbyterian Church

There are a number of additional financial costs during a pastoral transition (for example, search costs, relocation costs, etc). Please indicate below your anticipated level of giving during the transition.

Answer Options	Response Percent	Response Count
Much lower giving	1.4%	4
Lower giving	1.7%	5
About the same	83.6%	244
Higher giving	7.2%	21
Much higher giving	0.7%	2
Don't know	5.5%	16
<i>answered question</i>		292
<i>skipped question</i>		30

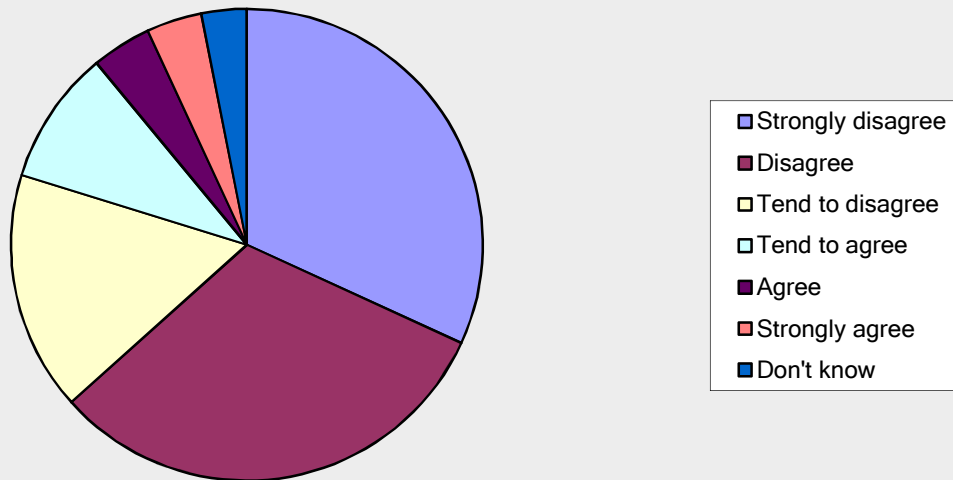


Pleasant Hills Community Presbyterian Church

During the pastoral transition, I am thinking about exploring other churches.

Answer Options	Response Percent	Response Count
Strongly disagree	31.8%	93
Disagree	31.5%	92
Tend to disagree	16.4%	48
Tend to agree	9.2%	27
Agree	4.1%	12
Strongly agree	3.8%	11
Don't know	3.1%	9
<i>answered question</i>		292
<i>skipped question</i>		30

Pleasant Hills Community Presbyterian Church

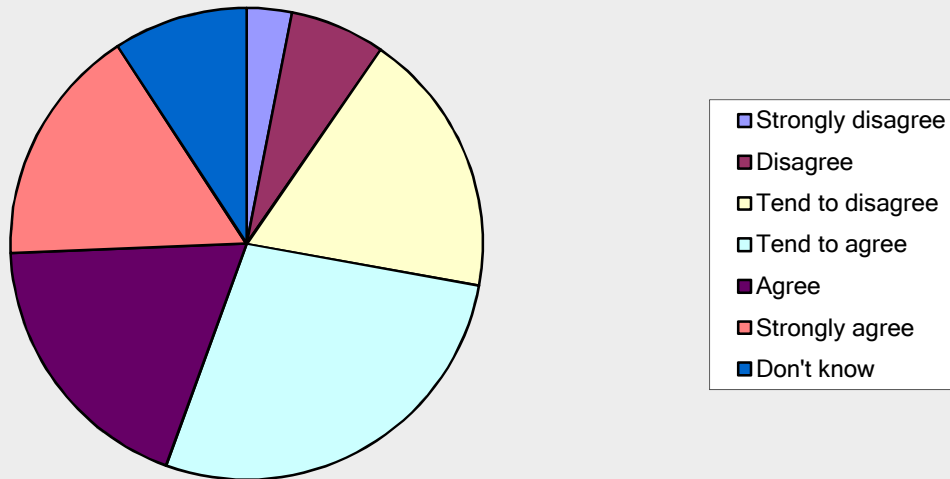


Pleasant Hills Community Presbyterian Church

I believe that the leadership at our church needs to be more representative of the congregation as a whole (gender, age, length of membership, points of view).

Answer Options	Response Percent	Response Count
Strongly disagree	3.1%	9
Disagree	6.5%	19
Tend to disagree	18.2%	53
Tend to agree	27.7%	81
Agree	18.8%	55
Strongly agree	16.4%	48
Don't know	9.2%	27
answered question		292
skipped question		30

Pleasant Hills Community Presbyterian Church

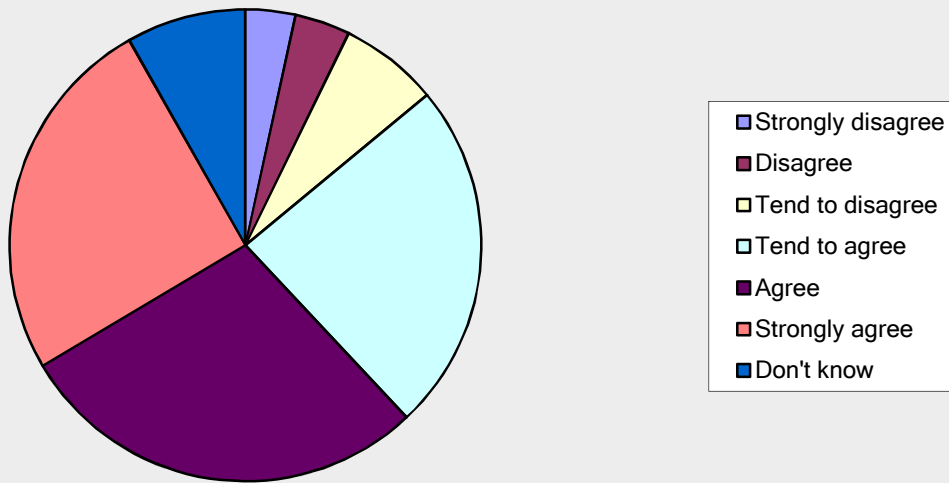


Pleasant Hills Community Presbyterian Church

I am comfortable with the timing of a pastoral transition. I feel it is time for this change.

Answer Options	Response Percent	Response Count
Strongly disagree	3.4%	10
Disagree	3.8%	11
Tend to disagree	6.8%	20
Tend to agree	24.0%	70
Agree	28.4%	83
Strongly agree	25.3%	74
Don't know	8.2%	24
<i>answered question</i>		292
<i>skipped question</i>		30

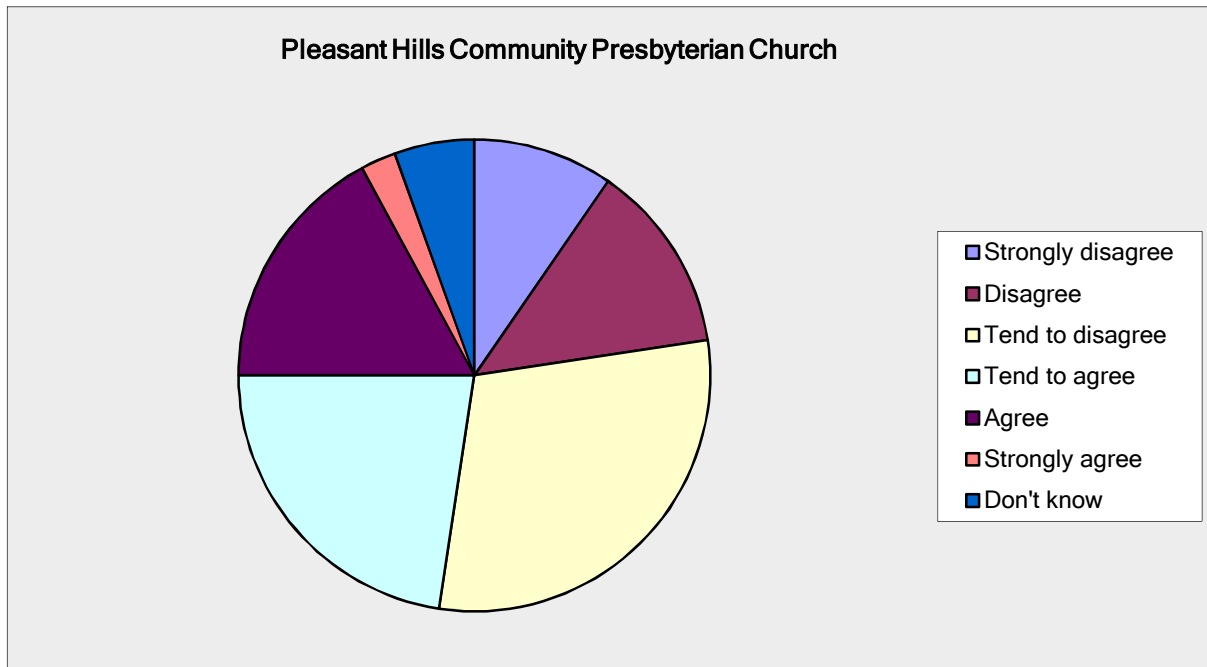
Pleasant Hills Community Presbyterian Church



Pleasant Hills Community Presbyterian Church

In the future, I believe the church should continue in the same overall direction that it has taken in the recent past.

Answer Options	Response Percent	Response Count
Strongly disagree	9.6%	28
Disagree	13.0%	38
Tend to disagree	29.8%	87
Tend to agree	22.6%	66
Agree	17.1%	50
Strongly agree	2.4%	7
Don't know	5.5%	16
<i>answered question</i>		292
<i>skipped question</i>		30

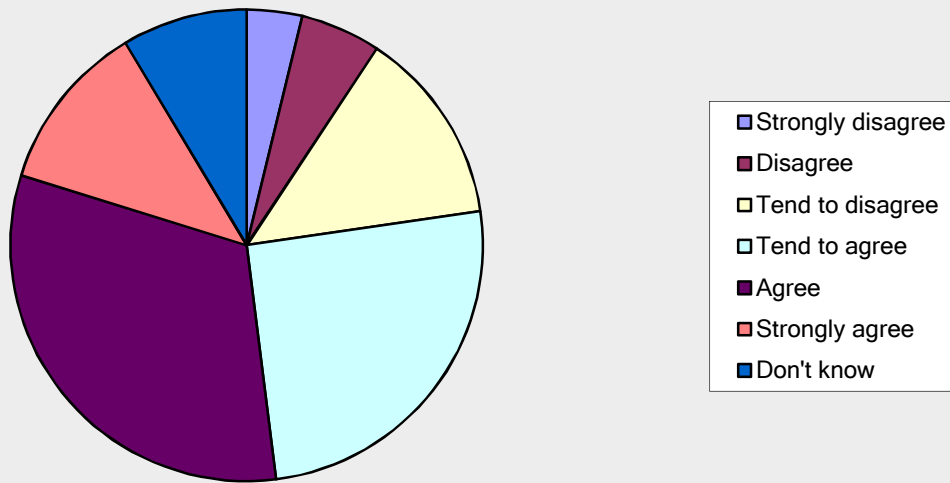


Pleasant Hills Community Presbyterian Church

I believe the next Pastor we call should have approximately the same skills and responsibilities as our current Pastor (for example, balance between preaching, administration, pastoral care, and leadership).

Answer Options	Response Percent	Response Count
Strongly disagree	3.8%	11
Disagree	5.5%	16
Tend to disagree	13.4%	39
Tend to agree	25.3%	74
Agree	31.8%	93
Strongly agree	11.6%	34
Don't know	8.6%	25
<i>answered question</i>		292
<i>skipped question</i>		30

Pleasant Hills Community Presbyterian Church



Pleasant Hills Community Presbyterian Church

Please rank the following critical abilities for our next Pastor by order of importance. (You can only have one check per column.)

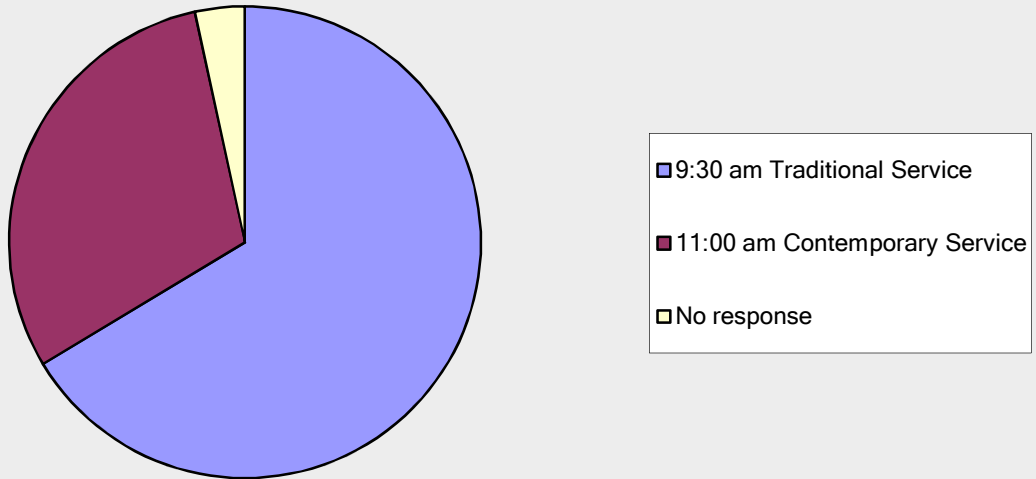
Answer Options	Least important	7th most important	6th most important	5th most important	4th most important	3rd most important	2nd most important	Most important	Response Count
Preaching - Capacity to inspire and connect people to God's word	2	4	6	2	10	23	44	184	275
Strategic leadership - Capacity to cast a vision and lead the church toward realization of the vision	4	18	14	15	37	40	95	48	271
Change management - Capacity to lead a church through a significant and necessary period of change	17	25	28	48	43	61	32	12	266
Teaching/Training - Capacity to deepen understanding, form character, and equip members with new skills	16	41	37	56	54	36	25	5	270
Pastoral care - Capacity to engage people empathetically and care for persons in times of need	7	23	41	57	57	42	36	11	274
Negotiate/resolve conflict - Capacity to help a church deal with conflict through training, negotiation, and mediation	25	56	85	44	31	20	12	1	274
Administration - Capacity to manage a church operationally including facilities, finances and staff	20	58	33	35	32	49	29	19	275
Community catalyst - Capacity to function on a larger stage beyond the church and to rally a variety of individuals and groups to address critical issues	168	38	23	15	10	8	9	3	274
answered question									286
skipped question									36

Pleasant Hills Community Presbyterian Church

Which worship service do you most frequently attend?

Answer Options	Response Percent	Response Count
9:30 am Traditional Service	66.3%	193
11:00 am Contemporary Service	30.2%	88
No response	3.4%	10
<i>answered question</i>		291
<i>skipped question</i>		31

Pleasant Hills Community Presbyterian Church

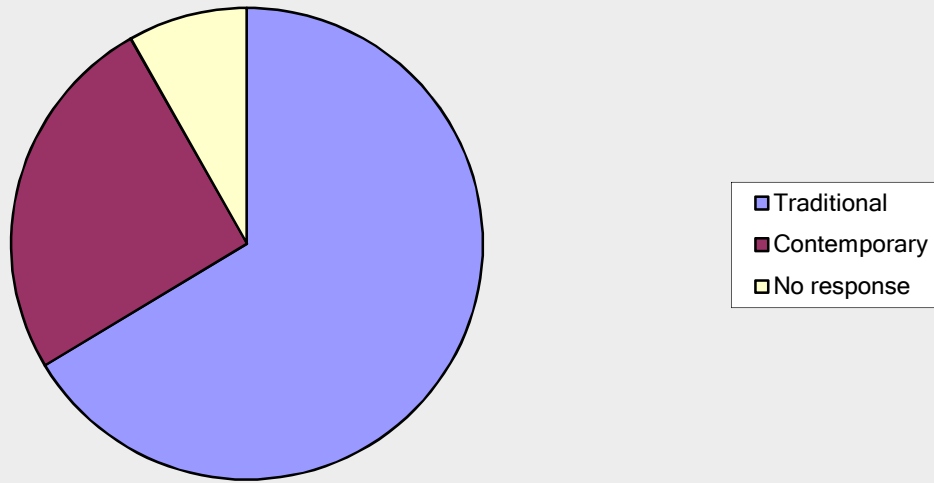


Pleasant Hills Community Presbyterian Church

Which type of worship format do you find most fulfilling?

Answer Options	Response Percent	Response Count
Traditional	66.3%	193
Contemporary	25.4%	74
No response	8.2%	24
answered question		291
skipped question		31

Pleasant Hills Community Presbyterian Church



Pleasant Hills Community Presbyterian Church

Which category(s) below best describe your role in Pleasant Hills Community Presbyterian Church? (Please check all that apply.)

Answer Options	Response Percent	Response Count
Inactive	7.9%	23
Attend worship	62.2%	181
Involved in one or more regular activities beyond worship	58.1%	169
Serve on a church board	15.1%	44
Paid staff	4.1%	12
None of these	1.4%	4
<i>answered question</i>		291
<i>skipped question</i>		31

